



USAID | **SENEGAL**
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ECONOMIC GROWTH PROJECT

CONTRACT 685-I-00-06-00005-00
TASK ORDERS 5 & 6

2011 ANNUAL REPORT

October 2011

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Submitted by International Resources Group

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ACRONYMS

ACEP	Alliance de Crédit et d'Épargne pour la Production
ANCAR	Agence Nationale de Conseil Agricole et Rural
ANI	African Natural Ingredients
ANPROVBS	Association Nationale des Professionnels du Bétail et de la Viande
APIX	Agence pour la Promotion des Investissement et des Grands Travaux
APROVAG	Association des Producteurs de la Vallée du fleuve Gambie
ASDEL	Action Solidaire pour le Delta
ASPRODEB	Association pour la Promotion du Développement à la Base
AVISEN	Aviculture Sénégalaise
BEO	Bureau Environmental Officer
BDS	Business Development Services
BFPA	Bureau de la Formation Professionnelle Agricole
CAADP	Comprehensive Africa Agriculture Development Program
CLUSA/ NCBA	Cooperative league of the USA / National Cooperative Business Association
CMS	Crédit Mutuel du Sénégal
CNAAS	Compagnie Nationale d'Assurance Agricole
CNCAS	Caisse Nationale de Crédit Agricole au Sénégal
CNT	Coumba Not Thiam SUARL
CTS	Centre de Traitement des Semences
DA	Direction de l'Agriculture
DAPS	Direction de l'Analyse, de la Prévision et des Statistiques
DCA	Development Credit Authority
DISEM	Division des Semences
DHORT	Direction de l'Horticulture
DRDR	Direction Régionale du Développement Rural
EATP	Expanded Agribusiness and Trade Promotion
ECOWAS	Economic Community of West African States
EMMP	Environmental Mitigation and Monitoring Plan
ENEA	Ecole Nationale d'Economie Appliquée
ENSA	Ecole Nationale Supérieure d'Agriculture
ERA	Education et Recherche en Agriculture
ESEA	Ecole Supérieure d'Economie Appliquée
FEPRODES	Fédération des groupements et Associations de femmes Productrices de Saint Louis
FIARA	Foire Internationale de l'Agriculture et des Ressources Animales
FKRA	Felleskjøpet Rogaland Agder
FTF	Feed The Future
GFSR	Global Food Security Response
GIE	Groupement d'intérêt Economique
GPS	Global Positioning System
GMO	Genetically Modified Organism
HBM	Hydro Bati Mec
IFAD	International Fund for Agriculture Development
IRG	International Resources Group
ISFAR	Institut Supérieur de Formation Agricole et rurale
ISRA	Institut Sénégalais de Recherches Agricoles
ITA	Institut de Technologies Alimentaires

JICA	Japan International Cooperation Agency
LOASP	Loi d’Orientation Agro Sylvo Pastorale
MCC	Millenium Challenge Corporation
M&E	Monitoring and Evaluation
MEC DELTA	Mutuelle d’Epargne et de Cr�dit du Delta
MSME	Micro, Small and Medium Enterprises
MSU	Michigan State University
NAIP/PNIA	National Agricultural Investments Program/Programme National d’Investissement Agricole
NERICA	New Rice for Africa
NGO	Non-Governmental Organization
PAFA	Projet d’Appui aux Fili�res Agricoles
PAMECAS	Partenariat pour la Mobilisation de l’Epargne et du Cr�dit au S�n�gal
PAPIL	Projet d’Appui � la Petite Irrigation Locale
PERSUAP	Pesticide Evaluation Report and Safe User Action Plan
PINORD	Programme d’Appui aux Initiatives du Nord
PMP	Performance Management Plan
REO	Regional Environmental Office
REPROSENER	R�seau de Production des Semences Nerica
RESOPP	R�seau des Organisations Paysannes et Pastorales du S�n�gal
SAGIC	Support for Accelerated Growth and Increased Competitviness
SAED	Soci�t� d’Am�nagement et d’Exploitation des Eaux du Delta
SCA	Strat�gie de Croissance Acc�l�r�e
SECOSEN	Soci�t� des eaux de Consommation du S�n�gal
SFZ	Southern Forest Zone
SODEFITEX	Soci�t� de D�veloppement et des Fibres Textiles
SODEFITEX	Soci�t� de D�veloppement des Fibres Textiles
SOENA	Soci�t� d’Encadrement Agricole
SPCRS	Soci�t� de Promotion et de Commercialisation du Riz S�n�galais
SRV	Senegal River Valley
TO	Task Order
UNIS	Union Nationale Interprofessionnelle des Semences
UCAD	Universit� Cheikh Anta Diop
U-IMEC	Union des Institutions Mutualistes d’Epargne et de Cr�dit
USDA	United States Department of Agriculture
USAID/PCE	USAID Projet Croissance Economique
USAID	United States Agency for International Development
VC	Value Chain
WAEMU	West African Economic and Monetary Union
WATH	West African Trade Hub
WASASP	West Africa Seed Alliance Seed Project

INTRODUCTION

International Resources Group (IRG) is pleased to submit to USAID/Senegal the FY 2011 annual report for Task Orders 5 and 6 of the Economic Growth Project (Projet Croissance Economique - PCE). This report covers the period October 1, 2010 through September 30, 2010. Task Order 5 was launched in April 2009 and is designed as one implementing mechanism to achieve the goals of USAID/Senegal's Feed the Future Strategy. USAID/PCE is focused on the rice, maize and millet value chains. Task Order 6 began in January 2011 as a complementary intervention focused on niche agriculture value chains including organic sorghum, banana, sesame, mango and hibiscus as well as support to improving the business and investment climate in Senegal. Due to a shortfall in resources, the Task Order 6 program will close prematurely in mid-2012.

The annual report follows the structure of the FY 2011 work plan for each task order. This introduction presents a number of project highlights from the year, followed by a summary of project progress against Feed the Future indicators, and concludes with a discussion of lessons learned from efforts over the past 2.5 years.

HIGHLIGHTS FROM 2011

- **Alignment with Feed the Future crop and regional priorities.** The project wrapped up all remaining activities in livestock and dairy value chains in order to focus exclusively on the FTF priority value chains of rice and maize and, on a lesser scale, millet. The project adjusted its interventions to work exclusively in the two FTF geographic priority zones of the Senegal River Valley (SRV) and the South Forest Zone (SFZ).
- **Scale up of farmer outreach.** FY 11 witnessed a significant ramping up of USAID/PCE outreach. The project established 28 partnerships with private firms, cooperatives and grass roots NGOs to co-invest in developing direct outreach arrangements to over **30,000 farm households** from Saint-Louis to Matam in the north and from Fatick to Sedhiou in the south. These households receive assistance on improved farming techniques, introduction of improved seed and new seed varieties, and post-harvest management in order to achieve higher yields, lower losses and greater income through sale to supplies of urban and industry markets.
- **Successful maize program lays foundation for rapid growth.** USAID's assistance to develop a small-holder driven maize supply chain for the local food and feed industries resulted in the delivery of 1615T at the end of the 2010/11 rainy season. The partner banks achieved a 100% loan recovery rate from the participating farmers. This success highlighted the importance of contract-based supply arrangements as a tool for integrating value chain participants: farmers, maize consolidators, banks and industry. During the second half of 2011, the USAID/PCE team built on this success with assistance to bring the 2011/2012 rainy season maize program to a level of 9,000T of maize contracted by nearly 3,000 farmers with 6 consolidators, securing the participation of leading banks and all major industrial buyers.
- **Irrigated rice program targets urban market demand and introduces aromatic varieties.** USAID/PCE signed up partnerships with private sector "consolidators" and millers as well as farmer cooperatives to establish a broad-based scheme of farmer networks that are beginning to modify their farming methods and varieties to generate a product that meets urban consumer preferences. Eleven (11) USAID-sponsored networks are in place to contract 30,000T of paddy rice in the upcoming rainy season harvest. USAID sponsored local partners to launch an extensive seed replication program of recently registered AfricaRice aromatic rice varieties (Sahel 177, 328 and 329). These varieties represent a unique opportunity to position producers in the SRV to go head to head with imported "riz parfumé" (fragrant rice) which has captured 60% of the Dakar market. Results met expectations, both in terms of high yields with peaks at 10T/ha, a 70% increase over the 6T norm, and marketability, with successful market tests carried out by AfricaRice. The aromatic rice seed

replication program is proving extremely popular across the SRV and the project expects large volumes of aromatic rice to be available for urban consumers after the dry-season production cycle concludes in mid-2012.

- **Upland rice production spreads across the Southern Forest Zone.** USAID/PCE aggressively expanded a pilot program launched in FY 2010 to develop NERICA upland rice capacity across the south. Farmer-managed trial sites generated yields nearing 3T per ha with 4T/ha peaks – more than doubling current farmer yield expectations in the zone. In FY2011 USAID/PCE began working with nine (9) partner networks to reach 3865 farmers and oversee 1305 ha of NERICA fields. This program is by far the largest Nerica promotion initiative in Senegal. The popularity of NERICA has translated into a high demand by local farmers and other development programs active in the zone for certified seeds of these AfricaRice varieties. USAID/PCE has supported the certification of a series of demonstration plots to generate an additional 200T of certified NERICA for the 2012 season. At this point, the majority of NERICA output will serve to boost the food stores of small holders. We anticipate NERICA production to surpass farmer consumption in FY 2012 and the project will initiate Nerica rice promotion events in secondary towns within the SFZ.
- **Farmer outreach partners begin developing monitoring databases.** USAID/PCE began training and technical support to 28 local partners for setting up detailed farmer monitoring databases. The objective is to enable each network lead to develop strong production planning, coordination and monitoring skills which will enable them to exchange data with their value chain partners such as local banks, buyers, transporters, input suppliers and, most of all, the farmer themselves. Database development is accompanied by training in GPS field surveying leading to the production of precise field maps generated by the network field agents and locally stationed specialists. In some advanced cases, cloud computing and 3G connectivity have been used to exchange farmer loan applications with the regional banks in real time. Access to such precise and readily available monitoring data is seen as transformational by the networks and the farmer themselves, providing, for example, precise parameters to calculate input requirement.
- **Organic sorghum program involves 5,000 farmers.** On the export front (associated with Task Order 6) USAID/PCE has developed an organic sorghum export program in partnership with a Norwegian agricultural purchasing and marketing co-operative. A successful 2010 pilot program led FKRA to contract for 2,000T of organic sorghum for the 2011 rain season. The 5,000 participating farmers are grouped into 6 separate networks who have developed traceability databases meeting the stringent norms required of organic certification. USAID/PCE and FKRA have collaborated to reduce transport costs by developing storage shipping logistics directly out of Kaolack using 4,000T ships chartered by FKRA to load peanut cake. If this scaled up program is successful, FKRA intends on building up volumes to reach 10,000T, generating farm gate income for farmers valued at 3 million USD.
- **Agriculture lending shows strong growth and diversification.** For the on-going maize season, 4 financial institutions agreed to extend credit to farmers with pre-season sales contracts. The sales contracts (signed with consolidators) serve as collateral for the loans to cover fertilizer and seed needs. This year, 2877 participating producers received nearly \$1.2 million USD in short-term loans, representing an increase of a million dollars in lending for the maize value chain from last season. Moreover, another \$1.4 million in credit was extended to three consolidators to procure the seeds and fertilizers for their farmer networks, greatly reducing the financial stress on the consolidators. USAID also worked with select farmer groups to put together business plans that helped them to mobilize credit to buy two tractors and to lease an additional 13 tractors and a combine harvester. Meanwhile, banks holding Development Credit Authority guarantees made **3,157 loans worth over \$7 million**. The project also facilitated the signature of three new DCA guarantees worth over \$7 million, with one DCA going to a large women's development federation that operates in the SRV.
- **Two new seed certification laboratories are operational.** USAID funded the construction and basic equipment for two new seed certification laboratories based in Richard Toll and in Kaolack. Although the laboratories are fully equipped, constraints remain in the form of back-up power (generators), staff training, and establishment of field-level standards and standards manuals for seed

certification. These capacity building and energy issues are addressed in the USAID/PCE 2012 workplan.

- **A new Agri-business Master's degree is underway.** After nearly two years of planning and curriculum design, the University of Thies' Ecole Nationale Supérieure d'Agriculture (ENSA) launched a new 2-years Master's Degree on Value Chain Development and Agro-food Entrepreneurship in March 2011 with a first group of 14 students including 4 women. USAID provided technical support for curriculum design and provided tuition assistance to the first cohort of students.
- **Ministry of Agriculture modernizes its agriculture survey.** For the 2010/11 agriculture season, the Ministry of Agriculture deployed a number of new methods and tools to improve the quality and robustness of its national agriculture survey. The 150 surveyors are now relying on motorcycles and using GPS units to map over 20,000 fields included in the survey of 6300 households (up from 3,200). The survey itself was modified to gather information on food security and other important themes. The results of the survey were shared during a workshop in July and the Ministry is using the survey findings as a reference for national statistics, in communications, and for future planning.
- **Senegal National Competitiveness Report.** USAID support to the Ministry of Finance resulted in the production of the Senegal National Competitiveness Report (SNCR), the first product of its kind published in sub-Saharan Africa and modeled on competitiveness publications used in countries such as the United States, Egypt, Mauritius, and Ireland.
- **A 70 kW capacity Bio-gas plant to use rice residue is operational in Richard Toll.** A USAID/PCE grant to CNT, SUARL represents a major technological innovation that demonstrates the potential for burning rice husks (an environmental problem) to generate a stable supply of electricity (a common challenge for businesses) for its milling operation.

2011 FEED THE FUTURE INDICATOR OVERVIEW

In this section, we summarize a few of the project's results against the leading Feed the Future indicators for Task Order 5. Annex 2 includes a table that shows the project's targets and results for all TO5 indicators as well as comments on those results.

Farm Production and Sales

The FY 11 results for farm production and sales reflect the outcomes of the previous rain season and harvest that ended in January 2011. The total volume sold by farmers supported through PCE was 36,000 tons at a market value of \$9 million. This is a very strong result but nevertheless falls short of project expectations due, primarily, to the disruptive effect of the creation of the SPCRS at the moment when the dry season crop came to market. This led to a crowding out of structured contracting with millers and farmers who were expecting "state-set" farm gate price guidelines. Sales were also off the mark for millet due to a delay in project interventions at the local market (louma) level which has since accelerated considerably. In contrast, the sales of maize were just over project targets with 5,782 tons sold at value of \$1.6 million. Overall, the project is confident that both sales and volume figures in rice and millet will be significantly higher after the on-going 2011 rain season.

Farmer outreach and training

The project supported either directly or indirectly (through partners) productivity-related training and outreach for 22,328 individuals from 1,698 producer organizations. In contrast, an even greater number of rural households, 36,141, benefited directly from USAID/PCE assistance. This larger number is explained by the fact that the project facilitates market linkages to a large base of rice farmers in the SRV but not all of these farmers were actively reached through training and outreach. They are, nevertheless,

beneficiaries of USAID assistance as they are part of the farmer networks that are linked to consolidation and commercialization arrangements for the 2011 rain season.

Technology and management practice adoption

PCE reports having brought improved technologies and management practices to just over 11,500 hectares this fiscal year. The new technologies concern mainly certified seed and improved fertilization regimen in seed multiplication, demonstration sites by lead farmers or commercial programs involving the finance of input packages. Other technologies included a range of soil conservation techniques including conservation farming, methods for reducing striga, and a pilot program to test an organic fertilizer formula. Processing technologies were also introduced including dehulling and thresher machines adapted to the small production volumes involved in upland rice production in the SFZ.

Nearly 20,000 farmers applied one or more of the above-mentioned technologies and/or management practices this fiscal year. One broad-based change is the strong trend towards adopting contracting agreements that commit farmers to use methods and inputs (including new varieties) that ensure production meets the expectations of rice millers and industrial maize consolidators

Agriculture lending, private investment and partnerships

Overall lending in agriculture has increased substantially with assistance from USAID. The total value of agricultural and rural loans nearly reached \$14 million this year, with a significant proportion of that amount (\$11 million) linked to Development Credit Authority guarantee programs. These loans benefited 6,669 MSMEs. These results greatly exceeded project targets for FY 11. Another measure of progress is the level of direct private financing associated with project financing for value chain development. This FY, private investment in cereals value chain development was \$1.7 million. This amount was invested in the context of partnerships signed with USAID/PCE for rice, maize and millet. In total, USAID/PCE signed 25 public-private partnerships, representing a wide range of local entities including private firms, NGOs, and cooperatives.

Institutional capacity building.

USAID assistance is benefiting 121 institutions and organizations through PCE. The range of topics of capacity building is extensive and the organizations assisted run the full range including Ministry departments, university departments, private firms, NGOs, cooperatives and GIEs. This list includes value chain investment partners who have been receiving in-depth organizational development support on a variety of issues, notably to design and manage spatial databases for managing farmer networks.

Seed production

The project has specialized indicators on foundation seed and certified seed production. These results are fundamental to achieving the productivity gains expected in the cereal value chains. The project assisted entities to produce 14 metric tons of foundation seed this year, setting the stage for a massive replication program over the coming years. The quantity of certified seed produced reached 1,939 tons, more than double the target for the year, reflecting the strong demand at the field level for quality seed.

Job creation

Job creation is one of the hardest outcomes to measure at the farm level. Estimates from project partners suggest that just over 4,000 jobs (mostly seasonal employment) can be attributed to USAID FTF implementation support through the USAID/PCE project.

LESSONS LEARNED AND IMPLICATIONS FOR FY 2012

Task Order 5 of the Economic Growth Project launched in April 2009. With nearly 2.5 years of implementation experience, the project team has identified and summarized here a number of important lessons learned to date. The lessons touch on issues of scale and outreach, sustainability, the critical role of formal contracting for value chain development, development of a viable seed supply system, and how these issues are playing out for the rice and maize value chains. These lessons also influence the project's approaches and planned activities for 2012.

Issue: Total production, yields and sales are all moving in a positive direction. What are the prospects for sustaining these gains and for spreading the effects to more and more farm households?

Findings: The technical solutions to increase farm output, such as better seeds, fertilizer, improved farming and soil management techniques, and post-harvest handling methods and equipment are generally known in Senegal and are, for the most part, available. The primary challenge to sustainability lies, instead, in the need for farmers to operate in a clearly defined market. The experience to date shows that successful market-driven campaigns create the best conditions for sustainability of interventions. There is little point of investing in inputs and agricultural equipment, or to expand cultivated area unless the farmer knows that the product will be bought at a good price. USAID's partners are gradually learning that assistance and outreach to thousands of smallholders to provide quality maize, for example, requires much more than just handing out seeds and fertilizer. Contracts need to be signed and then performance of farmer groups must be supervised; post-harvest cleaning, pick-up and storage logistics must be sorted out, and a consistent final product must be delivered. Those who are engaged in this consolidation and commercialization process must learn to master their supply chain. USAID's invaluable contribution is in supporting the consolidators and the producers to put in place these systems and in facilitating the emergence of strong relationships between the different players. In other words, USAID brings considerable "soft" investments to bear all along the value chains. The process helps to solidify relationships between farmers and consolidators, and between consolidators and end-market buyers.

The USAID/PCE team recognizes that these "vertical" relationships are still young and vulnerable. New challenges also lie ahead as the production levels reach new heights, taxing the capacity of participants to finance the growing need for inputs as well as the storage of output so it can be processed and sold outside of the harvest season. It will take several more seasons of continuous growth and support to work through these issues. USAID's continued technical assistance and know-how helps to reduce the risks in these emerging cereals markets, to identify and strengthen weak links in the value chain, to facilitate modernization and greater private investments and, finally, to encourage more market participants as a hedge against failure or default among some project partners.

Issue: What are we learning from the "contracting" process and our partners in it? How does it influence what we plan in 2012?

Findings: The interactive nature of the contractual process that is now associated with USAID/PCE is transforming farmer/buyer relationships. Formerly, contracts were seen as a formality to be met to access input financing from a bank or third party. Through USAID/PCE, contracting is evolving as it fosters close dialogue and coordination between all levels of the value chain. Although the maize program has proven to be a successful application of the value chain contracting approach, it is still a recent development and many issues remain to be addressed. First, it is essential that the contract's content, currently discussed by farmer leadership, be cascaded down to the individual farmer, requiring capacity building and contractual formats adapted to local languages and low literacy levels. Second, performance monitoring and contract enforcement should be brought to the farmer group level and not remain with

the consolidators. This will require empowering the more advanced farmer groups in developing data management and analysis capabilities. This will strengthen their position in the value chain and facilitate production monitoring and harvest logistics by partner consolidators. Finally the contract price issue will not be resolved until the full value chain procurement cycle is covered and we are able to witness significant inventory build-up by consolidators for later selling. It is only in a context of high seasonal volumes that the advantage of stable contract pricing will overshadow opportunistic trading behavior, which continues to disrupt the contracting process. USAID/PCE will address these issues in its FY2012 program by extending capacity building and contracting efforts to the farmer level, supporting consolidation capacity of lead farmer groups and piloting inventory financing systems that will enable consolidators to commit beyond the seasonal requirements of industrial buyers.

Issue: Quality seeds are fundamental to boosting production, yet there is a long history of market failure for cereals seeds that inhibits investment and research. What are we learning as we support a wide range of actors involved in cereal seeds?

Findings: It is well known that quality seeds of improved varieties have the power of driving productivity gains that will translate into improved food security and significant marketable surplus. However, such performance comes at a cost and the adoption by farmers will depend on the perspective of securing a market for their surplus. USAID/PCE, through the introduction of value chain contracts and associated finance, has provided the basis for a sharp growth in demand for quality seed material. In other words, the buyers are increasingly defining the expectations for seed quality and pre-season contracts are linked to direct procurement of certified and quality seed by the consolidators. The challenge is now to ensure this demand is met by a responsive seed supply system and several constraints remain to this effect. Clearly constraints exist in terms of seed processing facilities and USAID/PCE is actively devising PPP arrangements with the industry and government to address this gap. Nevertheless, it must be noted that when provided with foundation seed material through USAID/PCE support, private seed producers have been able to quickly establish multiplication farms and meet supply requirements. They have also collaborated in keeping the Richard Toll grading station operational. Another positive sign is the partnership between a private entity and USAID/PCE to establish a seed conditioning unit in Kaolack.

The weak link in the seed system is the supply of foundation seed material, conferred by law to ISRA. Currently ISRA has managed foundation seed supply as a public service or a donor activity. It has been USAID/PCE's experience that funding foundation seed multiplication as discrete development projects is costly and entails complex budget management issues and little prospect for sustainability. ISRA management recognizes that the disconnect between private and institutional approaches currently limit ready access to foundation seeds, and onward multiplication to meet market demand. In this perspective USAID/PCE is working with ISRA to implement market-based principles in the management of its seed multiplication stations. Concurrently, we are engaging the seed producer associations for the targeted commodity to produce seed production forecasts which will translate into foundation seed requirements to be communicated to ISRA or other regional sources, as permitted by the recently adopted ECOWAS rules.

USAID/PCE's significant investments in the seed laboratories located in Richard Toll and Kaolack were meant to support the country's certification capacity to withstand rising demand for quality seeds. It is clear however that investing solely in installations and equipment will not translate in a reliable certification function in the absence of significant improvements in lab practices and adequate traceability documentation. To this end USAID/PCE is engaging DISEM to develop technical and documentation guidelines as well as trainings for regional laboratories and field certification teams. In parallel, USAID/PCE will seek to build up capacity of the seed multiplying firms to bring their management and documentation practices into compliance with national regulations, which should facilitate the certification process.

Issue: The project's approaches have led to significant growth in lending to the maize value chain. What are the implications of that shift? What can we expect in the rice value chain?

Findings: Beyond the demonstration and mainstreaming of higher yielding varieties and adapted cultivation or post harvest processing technologies, farmers have emphasized the decisive effect on productivity of securing a timely delivery of inputs. Contracted supply and financing value chain arrangements, as promoted by USAID/PCE, have made this possible rather than waiting passively for the attribution of subsidized inputs and relying on informal trade at the village spot market. The performance of the program therefore hinges on the timely signature by local financing institutions of seasonal credit programs, involving several hundred local groups that channel the resources towards thousands of member farmers and facilitate the pooling of member production. This remains a daunting challenge and places great pressure on network leadership and extension teams to coordinate the financing program as well as input procurement and logistics. To this end, USAID/PCE's focus in FY2012 will be to ensure networks do not overreach their coordination capacity and develop effective collaborative processes with the financial institutions. The project also emphasizes the development of network databases that will limit data collection requirements to the update of farmer profiles and the addition of new entrants. As stated earlier, the project will seek to empower the more mature farmer groups in coordinating most of the financing program and the input delivery logistics – ultimately on their own.

The maize value chain's seasonal financing program was very successful and has rightly captured the attention of other value chain actors. However its replication in the irrigated rice and rain-fed rice will require adaptations. In the case of irrigated rice, the issue will be associated with the consolidators being able to convince banks that they represent sound market outlets for contracted farmer groups – the collateral foundation of the VC model. Although USAID/PCE partners for 2012 meet these conditions, in some cases farmer groups in the SRV may contract directly with a Dakar distributor and the standard financing plan will need to be adjusted to reflect the terms of **sale of paddy versus milled rice**. In the latter case, specific provisions will need to be added to ensure timely payment to participant farmers upon delivery, a pre-condition in the Valley.

In the case of upland NERICA, an immediate issue will be the contracting of farmer groups with traders with a less formal profile, which will still require convincing local banks of their creditworthiness. An interesting opportunity resides in the fact that some NERICA farmers in the SFZ are also engaged in maize production and will seek to consolidate their commercial credit for both crops even though they rely on different market channels. This consolidation of credit will be sorted out either through maize network consolidators developing a rice marketing business in the SFZ or by farmers backing their full credit against one or the other commodity's marketed output with a commensurate increase in the contracted amount. In the end, the solution to these developments will need to be worked out through USAID/PCE facilitating discussions amongst VC stakeholders.

TASK ORDER 5 RESULTS BY COMPONENT

Since 2009, PCE has grouped its reporting of activities and results for all task orders. In response to instructions from USAID, this approach has been revised. The FY 2011 annual report presents Task Order 5 in its entirety followed by a presentation of Task Order 6. Task Orders 1 and 4, that both closed during FY 2011, are not included in this report as they are discussed in separate final reports.

PCE manages Task Order 5 efforts according to internal thematic teams. The FY11 workplan reflects that structure and for ease of tracking and analysis of planned interventions, the annual report also reports according to the five teams: Value Chains, Capital Access, Policy, Capacity Building, and Infrastructure and Trade.

VALUE CHAINS AND SEEDS

This section Value Chains and Seeds is structured in three parts. First, a summary offers an overview of major outcomes and achievements during the Fiscal Year for each value chain and the seed sector. The summary is followed by a narrative overview of the activities and results according a number of strategic themes that cut across the three leading value chains of rice, maize and millet. The section concludes with a table that lists FY 11 activities and results.

Under TO5, USAID/PCE's value chain activities support farmers to adopt the skills, build assets and secure contract and financial linkages that enable them to increase their share of Senegal's food markets, in a sustainable and profitable way. The project's scope initially covered cereals, livestock and dairy, as well as several export crops. In FY2011, to respond to Feed de Future strategic objectives, USAID/PCE's scope was refocused to rice, maize and millet as its core intervention sectors – with the Senegal River Valley (SRV) and the South Forest Zones (SFZ) as geographic concentration areas. USAID/PCE has maintained its support to Senegal's seed sector as a key source of productivity gains and agricultural resiliency to future risks of increased climate variability. Livestock and dairy VC activities in 2011 focused on ensuring a smooth transition for the project's partners in those sectors.

VALUE CHAIN HIGHLIGHTS

Rice. USAID/PCE's primary goal is to assist Senegal River Valley farmers break into the large Dakar urban rice market, currently dominated by imports. The second goal focuses on getting Southern Forest Zone farmers practicing rainfed upland rice production to increase total production and yields, to improve their food security position and to generate a surplus for marketing in regional towns, currently supplied by imports. At the production level, the Ministry of Agriculture has taken up both concerns through the PNAR (Programme National d'Autosuffisance en Riz). In parallel, the Ministry of Trade has promoted the creation, by a consortium of Dakar distributors, SRV rice millers and Farmer organizations, of *Société de Promotion et de Commercialisation du Riz Sénégalais (SPCRS)*. While maintaining close collaboration with both entities, USAID/PCE has oriented its program towards the core actors of the rice value chain that are critical to the success of GOS objectives. VC activities in the rice value chain over FY2011 have therefore:

- Reinforced consolidation networks structured around rice mills and Cooperatives to coordinate the production and processing of contracted supplies of quality rice, which will meet distributor requirements;
- Introduced and accelerated the multiplication and ensured an equitable dissemination of recently adopted AfricaRice aromatic varieties, matching the rising trend in Dakar consumer preference for aromatic, broken rice;

- Promoted high productivity upland NERICA varieties and associated production practices to significantly increase yields and generate a marketable rice surplus in the SFZ;
- Generated productivity gains and increased the capacity of rice millers in both the SRV and SFZ, though at a different scale, through improved management, adoption of improved technologies and access to investment finance.

Maize. The project's focus is to support the networking of SFZ maize farmers from Fatick to Sedhiou in order to provide industrial maize processors with a competitive alternative to imports dominated by South American players. By raising productivity, mainly through access to improved, certified seeds and timely input finance, USAID/PCE meets the double FTF objective of improving food security by securing high yields and raising farmer income through the contracted marketing of significant surplus. Coupling the structuring of private consolidator networks with value chain finance mechanisms accelerates adoption and increases scalability.

In FY2011, building on the positive outcomes of the FY2010 season, USAID/PCE interventions in the maize sector have :

- Increased the scale of the industrial maize commercial program for the 2011 rain season (July-December) with 6 consolidators contracting a network of 2,900 farmers distributed across the full SFZ, from Fatick to Sedhiou. Contracted output amounts to 9,000T, 25% of which will come from the lower SFZ between Velingara and Sedhiou.
- Secured 100% reimbursements on the 2010 program and secured input finance for the scaled up 2011 program (see Capital access section).
- Introduced improved maize shelling technology to increase the productivity of farm gate post harvest processing and secure output quality.
- Demonstrated new hybrid varieties across the SFZ and other productivity enhancing technologies including field mechanization.
- Established downstream linkages with major industrial maize processors for the rain season 2011 harvest.

Millet. USAID/PCE seeks first to strengthen SFZ farmer response to a shifting climate and potential food insecurity by improving access to quality adapted certified seed material and production management practices. Secondly, the project works with lead groups to establish structured contract linkages with downstream millet market channels with a focus on raising output quality to facilitate retail marketing and processing operations. In FY2011, the project:

- Conducted an extensive field demonstration and training program in the Kaolack zone reaching 10,038 farmers on improved seed usage, conservation farming and soil fertility, mechanized land preparation and Striga infestation control measures.
- Worked with selected farmer networks to establish contracts with members and secure a pilot financing program.
- Established contract links between a cereal processor and farmer union and the implementation of field level grading methods to meet agreed quality requirements.

Seeds. USAID seeks to increase availability of strategic varieties and to strengthen the capacity and market responsiveness of the public and private actors involved in the production and supply of quality certified seeds to Senegal's farmers. To this end, the project supports the accelerated multiplication of high yield varieties of rice, maize and millet by local professional seed producers. In a longer-term perspective, the project invests in regional laboratory infrastructure and equipment to augment access to proximity certification services. The project also seeks to improve ISRA responsiveness to market signals in terms of foundation seed production. Finally, the project seeks to develop PPP arrangements for the provision of seed processing and certification services. In FY2011 the project:

- Supported several multiplication programs increasing the supply of certified seed material for early harvest and aromatic irrigated rice, NERICA upland rice, composite yellow maize and millet.
- Completed the construction and equipment of two seed laboratories in Richard Toll and Kaolack.
- Validated with ISRA a private management framework for its foundation seed production units.
- Completed the installation of a private seed processing facility in Kaolack (KASEC).
- Launched the development of a PPP framework for the management of the Richard Toll seed processing facility (in support of Ministry of Agriculture strategy).

Livestock and dairy. The transition program in FY11 focused on wrapping up existing engagements with the Ministry of Livestock, lead associations and private sector partners:

- A sheep subsector value chain study was produced and validated by both the Ministry and representatives across the value chain and will serve as the basis of future program design.
- A feasibility study on the opportunity of regional poultry slaughterhouses as well as the promotion of milk collection in the Dahra zone in the Louga department was also produced and transferred to the Ministry of Livestock.
- A training program covering meat processing techniques and hygiene practices was designed and delivered in partnership with ANPROVBS.

VALUE CHAIN ACTIVITIES AND RESULTS

This sub-section briefly reviews the USAID/PCE value chain activities in the FTF core value chains of rice, maize and millet, in terms of outcomes associated with a number of essential cross-cutting themes:

- emergence of commodity consolidation networks,
- introduction of new technologies for productivity gains and improved market fit,
- development of rural equipment and infrastructure capacity,
- establishment of sustainable market linkages and contractual arrangements,
- continuity of supply in quality certified seeds.

Activities carried out by the VC team and its partners under each theme are described hereafter. A separate section describes transition and closeout activities carried out in the course of winding up the livestock and dairy value chain program.

Consolidation network development

USAID/PCE has invested significant time and resources towards developing the capacity of private partners and farmers to manage and work within a well-structured system for product consolidation and commercialization. The pre-season negotiation of sales contracts between consolidators and farmer groups has set the stage for developing these networks with an eye on ensuring availability of credit, timely access to quality seeds and fertilizer as well as consistent outreach about farming and post-harvest techniques to maximize output, maintain soil fertility and minimize losses. The effort at the consolidation level responds to findings of initial value chain studies that highlighted the fragmentation and weak consolidation of product that has limited the benefits farmers could reap from participating in the marketplace.

Closing of rain season 2010 activities

The 2010 rainy season results of the USAID/PCE VC programs were critical to securing the widespread partner buy-in necessary for a significant scale-up for the 2011 rainy season. Positive outcomes of USAID/PCE activities, particularly in the maize sector, have caught the attention of SRV and SFZ farmers and traders across value chains, setting the stage for the accelerated growth expected of the upcoming 2011 harvest. Key 2010 rainy season achievements for network consolidation and capacity building include the following:

- The maize 2010 season closed out in February 2011, with USAID/PCE supported networks, led by Bamtaare/Sodefitex and later joined by SOENA, achieving a total marketed volume of 1,615T with farmers achieving an average sales price of 145 CFA per kg for average yields of 3,2T per ha, nearly twice the national norm. This strong production and sales performance led to local banks achieving a 100% reimbursement rate of input loans to farmers under this program.
- In the irrigated rice sector, support to Asprodeb strengthened its recently created network of marketing Cooperatives federating producer unions in Dagana, Podor and Matam. In total the three unions represent 7475 members who have signed on to a commonly agreed “Charte de qualité” that establishes best practices.
- USAID/PCE extended cost share support to the FEPRODES women’s rice producers’ network in both seed and paddy rice production. FEPRODES involved 197 community based organizations in a commercial program carried out over the 2010 rainy season and the 2011 dry season which was managed by the Federation with backing from its parent microcredit entity. In total 275T of certified seed and 3,400T of paddy rice were marketed through the program.
- Management support to rice miller Coumba Nor Thiam led to the recruitment of a dedicated account manager, which improved the firm’s capacity to manage its farmer supplier base currently numbering 2060 farmers.
- 21 millet farmer groups federated by UGPCL were supported by the project in a contracted marketing program with industrial process firm, Mamelles Jaboot, which involved the implementation of grading and foreign matter maximal tolerances.

Rain season 2011 network program

USAID/PCE trainings and events, centered on the successful maize consolidation program and the contract approach, which were organized at the closing of the 2010 harvest, generated an enthusiastic response by VC actors for the value chain program. In line with FTF scaling up objectives for rain season 2011, cost-share agreements were signed with 28 organizations across the irrigated rice (11 networks), rain fed rice (9), maize (6) and millet (2) value chains.

This array of partnerships provides USAID/PCE with extensive coverage and outreach to SRV and SFZ communities. Partner organizations were selected on the basis of their capacity to provide on-going BDS and training to a web of village level farmer organizations beyond the life of the project. A majority of them are directly engaged in building sustainable commercial cereal value chains involving contractual arrangements with farmers covering seed and fertilizer supply, fixed price and volume marketing commitments and adequate financial backing. Supporting these networks has been the VC team’s major focus since the onset of preparations for the 2011 rain season, starting in April 2011.

The farmer mobilization for this expanded program has met the expectations stated in the individual network performance agreements and expected results are promising:

- In the irrigated rice sector, cost shared network arrangements presently involve 20,295 farmers, members of 632 farmer groups spread across the SRV from Saint-Louis to Matam. These groups are entering contractual marketing of their production for the upcoming 2011 rain season harvest due to begin in December – a projected production base of 19,184 ha and an estimated marketable output exceeding 50,000 MT.

- In the rain fed rice sector it is 3,868 farmers from the South Forest Zone, half of them women, who are now part of the USAID/PCE supported NERICA multiplication and dissemination program. The multiplication effort is centered on more than 200 demonstration sites doubling up as seed multiplication areas for a total of 100 hectares. In parallel, training and supervision is provided by the network for 1,305 hectares of NERICA, a portion of which will be marketed in the zone upon harvest in FY12's 2nd quarter.
- The successful maize commercial program has grown from being driven by a single firm and a contracted base of 1200 tons to 6 different commercial entities (SODEFITEX, SOENA, SEDAB, RESOPP, Tamedou and Tool Baye) that have contracted 2,877 farmers, located from Fatick to Sedhiou, for a total 5,465 hectares of commercial maize production that is expected to yield more than 15,000 MT of commercial industrial maize, of which 60% is currently under sales contract.
- Millet network objectives aim to improve the capacity of farmers to weather climate variations through access to certified quality seeds and the adoption of practices that improve soil fertility and prevent Striga infestations. USAID/PCE partnerships over the season ensured training to 10,038 millet farmers in the SFZ who are involved in producing millet for commercialization.

Technology for productivity and market fit

The widespread supply base of the value chain networks provides an effective channel for the promotion of farm level productivity enhancing technologies and best practices, raising the quality and value of local output. In 2011, USAID/PCE worked with its partner networks to showcase newly homologated cereal varieties with a strong market potential. These demonstrations are paired with best practice trainings to secure optimal yields. Partnerships were also developed with equipment and input suppliers to showcase new technologies. Over FY2011, technologies introduced and disseminated through the networks included the following:

- Aromatic rice variety dissemination. The aromatic rice multiplication program launched with UNIS-Nord was the occasion of a first round of technology demonstrations showcasing the new S177, S328 and S329 varieties: training of 22 seed producers on the seed law and presentation of the new aromatic rice varieties coupled with field visits by 52 lead producers, extension agencies (SAED, DRDR, USAID/PCE, ANCAR) and the press to aromatic variety seed production sites. Documentary footage was shot at the Dagana multiplication site for subsequent communications. **Some multiplication sites reported yields nearing 10T/ha**, exceeding the norm for some mainstream varieties by 70%. In FY 11, the aromatic seed variety program involved 11 irrigated rice networks and targets a total of 20,000 farmers. More than 50 sites totaling 240 hectares, spread throughout the SRV from Saint-Louis to Podor, have been established and will showcase the new varieties to nearby community based organization leaders.
- Upland rice variety dissemination. The NERICA upland rice seed multiplication and production demonstration programs launched in FY2010 and brought to term in February 2011, involved 82 farmers on 72.5 ha and resulted in **mean yields of 2.4T/ha** which confirmed the NERICA 1 and 6 varieties' potential to generate rain-fed open-field yields exceeding 3T/ha, with observed peaks of 4 T/ha – compared to a 1.3MT standard for upland rice across the SFZ. The program was accompanied by fertilization tests in collaboration with AfricaRice to determine an optimal fertilizer regimen adapted to the zones of Medina Afia and Kandia. The on-going NERICA demonstration and multiplication program involves spreading the NERICA 1, 4 and 6 varieties across 9 rain fed rice networks, led by grassroots NGOs and local ANCAR teams. The program is set to reach 3800 farmers during the 2011 rain season through 200 x 0.5 ha demonstrations, some of which are doubling up as DISEM certified seed multiplication sites.
- Hybrid maize varieties and organic fertilization technology. USAID/PCE has promoted partnerships with BDS providers to showcase their technologies to maize farmers through field demonstrations being implemented across the supported industrial maize supplier networks. A partnership agreement was signed between USAID/PCE, USAID/WASASP and private

agrodealer Agripro for the establishment of 14 maize sites for the demonstration of newly approved hybrid varieties (4 Kaolack, 2 Fatick, 2 Kaffrine, 2 Tamba et 4 Kolda). Another partnership with Fondation Agir pour l'Education et la Santé (FAES) was signed for the establishment of 5 field demonstrations on organic fertilization produced by Senegalese firm Bio-Ferti.

- Mechanical seeder. Associated to the demonstration of NERICA rice was a USAID/PCE grant for the development of a mechanical seeder using animal traction and adapted to upland NERICA spacing and depth requirements, which proved popular with farmers and other programs sponsored by FAO and the African Development Bank.
- Soil management techniques. Conservation farming and Striga control demonstrations through millet networks in partnership with ANCAR and USAID/EATP reached 1365 farmers. Demonstrations in certified seed used and improved fertilization and land preparation carried out by ANCAR reached 10,000 farmers.
- Network databases. As part of its VC networking program, USAID/PCE supports the progressive construction by value chain partners of databases dedicated to the monitoring of production and financing programs involving small farms. Setting up the databases involved training more than 50 network resources in GIS data capture, Excel table development and the utilization of cloud based file sharing software.

Rural equipment post harvest processing infrastructure

Post-harvest processing

- USAID/PCE grant support to leading rice mill Coumba Nor Thiam (CNT) in the SRV improved productivity and quality through the adoption of energy-saving bio-fuel technology and the introduction of production monitoring methods and white rice grading standards. The bio-fuel unit produces 70 Kwh and allows CNT 18 hours of autonomy while reducing electricity expenses by 55%. CNT rice mill personnel also received training in the use of quality monitoring tools.
- To promote rice mill expansion in the SRV, USAID/PCE supported the development of business plans aiming to secure working capital and equipment financing (milling, harvesting equipment and tractors) for the following millers: GIE Malal Yoro Gueye, Delta Linguère, GICOPA, Diagne & Frères, Naxadi Deret. (See Capital Access section for details on miller financing plans).
- USAID awarded a grant to support the acquisition of 2 mini-rice mills by two women organizations; 16 women were trained in the management of these processing units and provide services to their communities.
- The introduction of maize shelling machines to contracted farmer groups significantly increased productivity and improved the quality of output to meet the standards of industrial buyers from both the food and animal feed industry. USAID/PCE supported the maize buyers participating in the 2010 rain season program in the acquisition of 6 maize dehusking/shelling units that were positioned at village marketing points. The USAID/PCE network agreements for maize in 2011 all provide for the acquisition of such equipment, 10 units in total, to be used during the upcoming harvest, due to begin end of November 2011.
- Grants have been awarded to three women's groups involved in small scale maize processing (for infant formulas) to improve their equipment and management capacity in the perspective of augmenting output.

Storage infrastructure and milling plaza

- Apart from the final reception of the five small warehouse projects completed in FY2010, USAID/PCE initiated no additional activities for direct cost-share support for the construction of farm level storage. The project is instead focused on securing private capital contributions and making the most of existing storage services as well as ongoing infrastructure programs supported by other donors such as the Spanish cooperation in the SRV.
- The renovation of the Sodefitex silos for a total capacity of 1,000T was completed during the year and will provide this maize network consolidator with a capacity to store excess production for later selling.
- A pre-feasibility study for the creation of a dedicated rice processing zone in the SRV town of Rosso has been developed in collaboration with the local miller association grouping 31 small scale millers and ROSSO municipal authorities. An architecture firm produced a first needs analysis report and a map of the project location that also indicates the location of the 31 milling units. A meeting was held at USAID to assess the funding options and way forward prior to engaging the local stakeholders.

Market integration

Market integration efforts include outcomes in four distinct areas: (i) farmer/consolidator linkages; (ii) facilitation of end-market linkages; marketing and market promotion events; and (iv) development and promotion of quality standards to compete in commercial outlets.

Farmer/consolidator linkages

In order to capitalize on the successful outcome of the maize contract programs, USAID/PCE organized capacity building sessions involving lead farmers, consolidators and financial institutions from the maize and rice sector. These sessions, described in more detail in the capacity building and capital access component sections, reinforced value chain partnerships and have led to a second generation of farmer contracts with specific clauses concerning the pricing of purchases beyond the credit reimbursements.

- For the 2011 Maize season, 565 contracts have been signed by the 6 network consolidators for a total of 9,000 tons of industrial maize. The contracted base price for the 2011 season is set at 145 CFA/Kg and exceeds the 2010 season price by 10 FCFA and clearly well above the historic “start of season” benchmark price of 90 CFA/kg that prevailed at the program’s outset. However, contracts include provisions for adjustments to prevailing market prices and the current trend of rising global maize prices suggests that additional increases are to be expected by the time of harvest. All of these contracts are associated to an input-financing program with participating local financial institutions. The program is described in detail in the Capital Access section.
- In the SRV, 2011 rice consolidator contracts have been developed by those networks led by rice mills CNT, Gie Naxadi Dereet, Diagne et Frères and Gicopa. The Asprodeb led Cooperatives in Dagana, Podor and Matam will implement commercial contracting for the marketing of the 2011 rain season harvest.

End-market linkages

The sustainability of USAID/PCE’s value chain work hinges on successfully connecting farmers to value chains that are linked to long-term growth markets:

- **Industrial maize:** Initially piloted by industrial firms Chocosen, Avisen and NMA, the very successful industrial maize program, has now enlisted all of the major industrial buyers as contracting partners with a keen interest in building up volume. For the 2011 season, USAID/PCE has facilitated discussions between the six networks supported by USAID/PCE

and industry majors Avisen, Sentenac, Grands Moulins, Sedima, NMA, Chocosen and Agridev for the marketing of 9,000 tons of maize during the December-February harvest.

- Irrigated rice Cooperatives led by ASPRODEB and supported by USAID/PCE responded in December 2010 to an order placed by the newly created ***Société de Promotion et de Commercialisation du Riz Sénégalais*** (SPCRS), with a majority shareholding composed of Dakar's main rice importers and distributors. This resulted in the SPCRS board signing a contract for 18,500 MT, 15,000T with the Dagana Cooperative and 3,500T with the Podor Cooperative, for a total farmgate value of 2.2 billion CFA (4.8 million USD). Unfortunately this contract could not in the end be honored by the SPCRS and the Cooperatives had to resort to traditional spot selling to local traders. The 3 Cooperatives are nevertheless set to enter contract agreements with rice millers and distributors, directly or through SPCRS, for the upcoming 2011 rain season harvest. The SPCRS, now operational has contacted USAID/PCE to help broker a 15,000T procurement over the rain season 2011 and dry season 2012 harvests.
- Over FY2011, USAID/PCE has helped broker pilot contractual arrangements between rice mills and distributors. A contract was signed between miller Delta Linguere and Ets Mory Diop (St Louis) for 200 MT. An additional contract was negotiated between Delta Linguere and SEDAB (Dakar) for 400 MT. SECOSSEN, a rice distributor and GIE Malal Yoro Guèye, a rice miller, have signed a commercial contract for 500 tons of rice delivery with an objective of scaling up their collaboration. SECOSSEN is currently marketing the production under its TERAL brand on the Dakar market.
- A pilot program between a processor (Mamelles Jaboot) and a network of farmers (UGPCL) was completed in Q1/FY2011 for a delivery of 70 ton of millet with a specific quality standard. 21 farmer groups were part of this experience.

Market promotion and industry events

- A public briefing of the results of the rain season 2010 industrial maize commercial and financing program was held in Kaolack on March 9-11 2011. The meeting brought together the program's consolidators, farmer representatives, industrial buyers, financial institutions, BDS providers, local and central Government authorities and development partners. The event was successful in capturing the interest of additional consolidators, financial institutions and farmer groups, which contributed to the current 2011 program which should triple the 2010 results.
- A similar public briefing was held on June 7th in Tambacounda to present to stakeholders the results of the NERICA trials. As for maize, network partners, farmer representatives, financial institutions, BDS providers, Government authorities and development partners were present. The event greatly contributed to raise awareness concerning the opportunities presented by upland rice farming.
- USAID/PCE support enabled four partners in the rice value chain specialized in rice distribution (CNT, SECOSSEN, APA, and SENCOM) to participate actively to the 2011 FIARA. USAID/PCE also sponsored a seed booth for ISRA and seed producers' organizations (UNIS and FEPRODES).
- AfricaRice organized consumer auctions for the aromatic varieties of irrigated rice. Consumers rated the rice at par with imported Thai rice, meaning that SRV produced aromatic rice, if properly marketed and graded could achieve a premium similar to that of the imported brands.

Quality standards

- Harvest in maize was carried out to meet specific quality requirements set by industrialists with on-site shelling and direct bagging improving the quality of the cereal. Post-season debriefings showed general satisfaction by the animal feed sector, however the food processor needed to add additional cleaning steps on some lots.

- Network agreements for the 2011 rain season for maize and rice also include farmer training in basic farm gate norms for maize and paddy rice. These will prepare maize and rice farmers for systematic testing of delivered lots, including the testing of humidity levels using portable digital testers. Systematic testing results will be captured into the individual farmer profiles of the network databases and set the basis for traceability.
- In the case of rice PCE has supported ASPRODEB and PINORD in the development of a rice quality standard, which will be applied within the rice network activities. Over the coming season, USAID/PCE will work with ASPRODEB, Coumba Nor Thiam and eight other rice producer networks to formalize a paddy rice quality checklist and introduce quality testing at field level. Collaboration with the newly created rice marketing company, SPCRS, is being sought to scale up this checklist into an industry wide practice.

Seed production and certification

Support to private certified seed production

- Support to rice seed multiplication networks UNIS-Nord and the women producer federation FEPRODES were contracted for the 2010 rain season and 2011 dry season to increase production of certified rice seeds, including early yielding varieties. The FEPRODES program yielded 275 T of certified seeds and the UNIS-Nord program 1107 T for a total 1382 T. In the case of FEPRODES, a portion of the seed production was used by the network in its 1,200 ha commercial program for the dry season 2011 cycle.
- USAID/PCE support to UNIS-Nord and ISRA for the accelerated multiplication of recently developed **AfricaRice aromatic Sahel varieties** (S177, S328 and S329) demonstrated their high yield potential and captured the interest of farmers, millers and distributors to scale up multiplication and commercial production in 2012. In all 29 hectares, due to generate a minimum of 150 MT of foundation and commercial seed, were set up on a cost share basis for multiplication during the 2011 dry season cycle. Participating UNIS farmers have since furthered the effort using their own resources on more than 90 ha for the 2011 rain season cycle.
- Support to maize seed multiplication networks ASPRODEB and SODEFITEX in FY2010 yielded a total output of 432T of certified maize seed, representing 60% of the maize seed production certified by DISEM, the greater portion of which was marketed to farmers involved in the scaled up commercial maize program of rain season 2011. Maize seed multiplication was pursued in FY2011, with networks including setting up seed multiplication sites in complement of the commercial program, both of which were financed by local banks.
- Support to NERICA seed multiplication NERICA demonstration and multiplication program for NERICA 1, 4 & 6. The 9 rain fed rice networks, composed of grassroots NGOs and local ANCAR teams, are supporting SFZ farmer organizations in promoting high yield Nerica during the 2011 rain season through 200 x 0.5 ha demonstrations doubling up as DISEM certified seed multiplication sites.

Reinforcement of the seed sector

- USAID/PCE facilitated the creation of commodity specific seed producer associations to serve as a platform for technical exchanges and plan foundation seed requirements. The following associations will be key USAID/PCE collaborators in FY2012: REPROSEM (maize seed producers), REPROSENER (NERICA rice seed producers) and Certified Millet Seed Producer Network. In FY2011 the project has collaborated with these organizations to develop programs aiming the acceleration of the multiplication of upland rice Nerica varieties and the commercial distribution of certified maize seeds to farmers involved in the commercial program as well as demonstrations of newly approved varieties with WASASP support.
- Two fully equipped seed labs in Richard Toll (SRV) and Kaolack (SFZ) were completed and handed over to management by the regional Ministry of Agriculture authorities, under DISEM

supervision. The technical studies for complementary investments in power generators for both laboratories have been completed and procurement and installation are programmed for Q1 FY2012.

- Assistance to ISRA for the development of a management and accounting framework with the objective of piloting them at the Fanaye and Nioro foundation seed production facilities. The propositions were validated by ISRA during a technical session held on July 22nd 2011, which brought together regional and corporate management associated with seed production and was chaired by the institute's general secretary. ISRA's board adopted the propositions in September 2011.
- To support the adoption by ISRA of a more commercial approach to foundation seed multiplication, USAID/PCE completed and validated a technical study to define and cost the investments required for the rehabilitation of ISRA seed production stations in Fanaye (SRV) and Nioro (SFZ). The investments in irrigation, cold storage and transport equipment will be procured in the first quarter of FY2012.
- Seed processing capacity was augmented in the SFZ with the completion of the KASEC Sarl seed processing facility in Kaolack. The unit is the result of a cost share partnership between USAID/PCE and two leading seed and commercial cereal producers active in the region.
- USAID/PCE supports the Ministry of Agriculture in its project to modernize and transfer the management of the Richard Toll seed processing facility to the region's private sector led seed production industry. The lack of a formal PPP arrangement was highlighted in an earlier diagnostic commissioned by USAID/PCE as a barrier to private investments in the facility, which impeded its capacity to service a growing industry. Over the year several discussions were held to ensure the approach fits Ministry priorities, meets the private sector's expectations and provides a robust and secure contractual framework conducive to private investments. To this end a legal specialist experienced in PPP development was commissioned by USAID/PCE to assist the committee and organize a final round of consultations, and propose a definitive framework. In the interim, USAID/PCE has commissioned a technical study to procure power generation equipment for the existing facility. The equipment is to be installed over the first quarter of FY2012 and will boost the facility's production capacity, currently marred by recurring power shortages.

TABLE 1 - VALUE CHAIN ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
IRRIGATED RICE		
<p>Irrigated rice value chain network development in the Senegal River Valley</p>	<ul style="list-style-type: none"> • ASPRODEB network of marketing Cooperatives federating producer unions in Dagana, Podor and Matam. In total the three unions represent 7475 members and have signed up on a commonly agreed Charte qualité setting agreed best practices. • FEPRODES women’s rice producers’ network enters seed and expands paddy rice production. 197 community-based organizations involved in a commercial program carried out over rain season 2010 and dry season 2011 with backing from its parent microcredit entity. 275T of certified seed and 3,400T of paddy rice were marketed through the program. • Rice miller Coumba Nor Thiam recruits a dedicated account manager and improves the firm’s capacity to manage its farmer supplier base currently numbering 2060 farmers. • Cost shared network partnerships signed with 11 networks to involve 20,295 farmers, members of 632 farmer groups spread across the SRV from Saint-Louis to Matam. These groups are entering contractual marketing of their production for the upcoming 2011 rain season harvest due to begin in December – a projected production base of 19,184 ha and an estimated marketable output exceeding 50,000 MT. • Training and support in the design of network managed 	<ul style="list-style-type: none"> • Partner consolidators have developed capacities and information tools to plan, manage and monitor their supply chain involving a wide producer base. • Smaller scale GIE’s, Unions and Cooperatives sign and manage value chain contracts with one or more consolidators. • Consolidator database managers produce detailed geo-referenced maps showing network producer and production area dispersion.

TABLE 1 - VALUE CHAIN ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
	farmer-monitoring databases with Geo-referenced capabilities: 23 GPS units distributed to network database managers.	
<p>Introduction and mainstreaming of AfricaRice aromatic rice varieties Sahel 177, 328, 329 in the Senegal River Valley.</p>	<ul style="list-style-type: none"> • First round of technology demonstrations showcasing the new S177, S328 and S329 varieties: training of 22 seed producers on the seed law and presentation of the new aromatic rice varieties coupled with field visits by 52 lead producers, extension agencies (SAED, DRDR, USAID/PCE, ANCAR) and the press to aromatic variety seed production sites. • Documentary footage was shot at the Dagana multiplication site for subsequent communications. • Some multiplication sites reported yields nearing 10T/ha, exceeding the accepted norm set by mainstream varieties by 70%. • Demonstration program launched in the SRV rain season 2011 cycle: 11 irrigated rice networks target a total of 20,000 farmers through more than 50 sites totaling 240 hectares, spread throughout the SRV from Saint-Louis to Podor. 	<ul style="list-style-type: none"> • Farmers of partner networks have access to certified seeds of aromatic varieties for their commercial production program. • Small farmers working on collective perimeters and women's groups throughout the Valley are aware of the varieties and access to certified seeds. • Aromatic rice production in the SRV reaches 5,000 ha and 20,000 Tons.
<p>Post harvest processing and rural infrastructure development for irrigated rice in the Senegal River Valley.</p>	<ul style="list-style-type: none"> • Grant to rice mill CNT for the adoption of energy-saving bio-fuel technology and the introduction of production monitoring methods and white rice grading standards. Bio-fuel unit produces 70 Kwh and allows CNT's 18 hours of autonomy and reduces its electricity expenses by 55%. • Development of business plans aiming to secure working 	<ul style="list-style-type: none"> • A Code of practice covering standard production management and quality monitoring is developed and adopted by mid-scale millers. • Several mid –scale rice millers upgrade their milling equipment through private funding and implement production planning and monitoring tools.

TABLE 1 - VALUE CHAIN ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
	<p>capital and equipment financing (milling, harvesting equipment and tractors) for the following millers: GIE Malal Yoro Gueye, Delta Linguère, GICOPA, Diagne & Frères, Naxadi Deret. (See Capital Access section for details on miller financing plans).</p> <ul style="list-style-type: none"> • Pre-feasibility study for the creation of a dedicated processing zone in the SRV town of Rosso developed in collaboration with the local miller association grouping 31 small scale millers and ROSSO municipal authorities. 	<ul style="list-style-type: none"> • The Rosso miller platform project design is completed and being discussed by development partners. • The milling standard, developed for mid-scale rice mills, is introduced to small-scale millers operating in the Rosso, Richard Toll and Ross Bethio clusters. Rosso, Richard Toll and Ross Bethio miller clusters develop and implement technologies. • A Code for best storage practices is developed by consolidators, millers and distributors to be acceptable under inventory financing programs. • A pilot paddy inventory-financing program is developed for 5,000 tons of paddy rice and implemented by USAID/PCE partner networks. • Creation of partnerships, private or PPPs, for the promotion of cereal public storage projects.
<p><u>Rice value chain integration:</u> supply chain contracts</p>	<ul style="list-style-type: none"> • 2011 rice consolidator contracts developed by rice mills CNT, Gie Naxadi Dereet, Diagne et Frères and Gicopa. • The Asprodeb led Cooperatives of Dagana, Podor and Matam will implement commercial contracting for the marketing of the 2011 rain season harvest. 	<ul style="list-style-type: none"> • Simplified value chain contract formats are designed for individual members of farmer cooperatives and water user groups entering into contracts with consolidators.
<p>Rice value chain integration: end-market linkages</p>	<ul style="list-style-type: none"> • Cooperatives led by ASPRODEB responded in December 2010 to an order placed by the newly created SPCRS for 18,500 MT, 15,000T with the Dagana Cooperative and 3,500T with the Podor Cooperative, for a total farm gate 	<ul style="list-style-type: none"> • PCE supported contractual arrangements involving urban wholesalers reach 30,000 tons of white rice. • 3 ASPRODEB Cooperatives are nevertheless set to enter contract agreements with rice millers and

TABLE 1 - VALUE CHAIN ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
	<p>value of 2.2 billion CFA (4.8 million USD). Unfortunately this contract could not in the end be honored by the SPCRS and the Cooperatives had to resort to traditional spot selling to local traders.</p> <ul style="list-style-type: none"> • Pilot contractual arrangements brokered between rice mills and distributors: <ul style="list-style-type: none"> ○ Contract was signed between miller Delta Linguere with Ets Mory Diop (St Louis) for 200 MT and SEDAB (Dakar) for 400 MT. ○ SECOSEN, a rice distributor and GIE Malal Yoro Guèye, a rice miller, have signed a commercial contract for 500 tons of rice delivery with an objective of scaling up their collaboration. 	<p>distributors, directly or through SPCRS, for the upcoming 2011 rain season harvest.</p> <ul style="list-style-type: none"> • The SPCRS, now operational has contacted USAID/PCE to help broker a 15,000T procurement over the rain season 2011 and dry season 2012 harvests.
<p><u>Rice value chain integration:</u> product quality norms</p>	<ul style="list-style-type: none"> • Support to ASPRODEB and PINORD in the development of a rice quality standard to be applied within the rice network activities. 	<ul style="list-style-type: none"> • ASPRODEB, Coumba Nor Thiam and eight other rice producer networks formalize a paddy rice quality checklist and introduce quality testing at field level. • Collaboration with the newly created rice marketing company, SPCRS to scale up the checklist into an industry wide practice. • Introduction and adoption of improved post harvest practices by partner farmer networks. • Adoption by farmer networks of quality monitoring practices: inclusion in contract formulation and use as a standard performance-monitoring tool. • Mid-scale rice mills implement quality-monitoring tools as part of the order-fulfillment process of

TABLE 1 - VALUE CHAIN ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
		ongoing contracts.
Rice value chain integration: market promotion	<ul style="list-style-type: none"> • Four partners in the rice value chain specialized in rice distribution (CNT, SECOSSEN, APA, and SENCOM) participate actively to the 2011 FIARA. • USAID/PCE sponsored a seed booth at FIARA for ISRA and seed producers' organizations (UNIS and FEPRODES). • AfricaRice organized consumer auctions for the aromatic varieties of irrigated rice. Consumers rated the rice at par with imported Thai rice, meaning that SRV produced aromatic rice, if properly marketed and graded could achieve a premium similar to that of the imported brands. 	<ul style="list-style-type: none"> • Organization of an Aromatic Rice promotional event at the FIARA (Dakar International Agriculture fair) in 2012. • Commercial programs and specific brands are developed for local aromatic rice varieties. • PCE supported contractual arrangements involving urban wholesalers reach 30,000 tons of white rice.
UPLAND RICE		
Upland rice value chain network development in the South Forest Zone	<ul style="list-style-type: none"> • 3,868 farmers from the South Forest Zone, half of them women, are now part of the NERICA multiplication and dissemination program being run in partnership with 9 grassroots organizations. Training and supervision is provided by the network for 1,305 hectares of NERICA, a 	<ul style="list-style-type: none"> • Partner consolidators sign contract with NERICA farmer groups in the course of VC input financing schemes. • Smaller scale GIE's, Unions and Cooperatives sign and manage value chain contracts with one or more

TABLE 1 - VALUE CHAIN ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
	<p>portion of which will be marketed in the zone upon harvest in FY12's 2nd quarter.</p>	<p>consolidators.</p>
<p>Introduction and mainstreaming in the South Forest Zone of AfricaRice upland rice varieties NERICA 1, 4, 6 along with upland rice best production practices.</p>	<ul style="list-style-type: none"> • Rain season 2010 NERICA upland rice program conclusion: 82 farmers on 72.5 ha achieving mean yields of 2.4T/ha, rain-fed open-field yields exceeding 3T/ha for lead farmers, with observed peaks of 4+T/ha – (standard for upland rice across the SFZ is 1.3T/ha). • FY2010 program included fertilization tests carried out in collaboration with AfricaRice to determine optimal fertilizer regimen for NERICA in the zones of Medina Afia and Kandia. • USAID/PCE grant for a mechanical seeder using animal traction and adapted to upland NERICA spacing and depth requirements, popular with farmers and other programs sponsored by FAO and the African Development Bank. • Launch of the FY2011 NERICA demonstration and multiplication program: 9 rain fed rice networks, composed of grassroots NGOs and local ANCAR teams promoting high yield NERICA 1, 4 & 6 on 200 x 0.5 ha demonstration sites. A majority of sites are doubling up as DISEM certified seed multiplication sites. 	<ul style="list-style-type: none"> • An increased number of farmers across the SFZ access certified seeds of NERICA for their commercial production program. • Small farmers working on collective perimeters and women's groups throughout the SFZ are aware of the performance of NERICA varieties and include it in their production program. • NERICA rice production reaches 3,000 ha in 2012 for a forecast harvest of 9,000 Tons
<p>Post harvest processing of rice in the South Forest Zone</p>	<ul style="list-style-type: none"> • USAID awarded a grant to support the acquisition of 2 mini-rice mills by two women organizations; 16 women were trained in the management of these processing units and provide services to their communities. 	<ul style="list-style-type: none"> • Pilot rice mills set up by participating networks to demonstrate technology to SFZ farmer groups involved in the PCE Nerica pilot.

TABLE 1 - VALUE CHAIN ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
<p>Upland rice value chain integration</p>	<ul style="list-style-type: none"> Public briefing held on June 7th in Tambacounda to present to stakeholders the results of the NERICA trials. The event greatly contributed to raise awareness concerning the opportunities presented by upland rice farming. 	<ul style="list-style-type: none"> Commercial potential for NERICA varieties against import varieties is assessed through AfricaRice auctions involving consumers and wholesalers. Organization of NERICA promotional event at the FIARA (Dakar International Agriculture fair) in 2012. Commercial programs are developed for NERICA on a regional level. USAIS/PCE supported contracts involving regional wholesalers reach 1000 tons of white rice.
<p>MAIZE</p>		
<p>Maize value chain network development in the South Forest Zone</p>	<ul style="list-style-type: none"> Maize rain season 2010: Bamtaare/Sodefitex and SOENA, achieve a total marketed volume of 1,615T with farmers achieving an average sales price of 145 CFA per kg for average yields of 3,2T per ha, nearly twice the national norm. Local banks achieve a 100% reimbursement rate of input loans to farmers under this program. 2011 Maize commercial program grows to 6 different commercial entities (SODEFITEX, SOENA, SEDAB, RESOPP, Tamedou and Tool Baye) that have contracted 2,877 farmers, located from Fatick to Sedhiou, for a total 5,465 hectares of commercial maize production that is expected to yield more than 15,000 MT of commercial industrial maize, of which 60% is currently under contract. 	<ul style="list-style-type: none"> Smaller scale GIE's, Unions and Cooperatives sign and manage value chain contracts with one or more consolidators. Supply chain databases used for production planning, input financing programs, harvest programming and quality monitoring. Expansion of the number of small producers from the SFZ engaged in commercial maize production.

TABLE 1 - VALUE CHAIN ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
<p>Demonstration of new hybrid maize varieties and productivity enhancing production practices in the South Forest Zone.</p>	<ul style="list-style-type: none"> • USAID/WASASP and private agrodealer Agripro establish 14 maize sites for the demonstration of newly approved hybrid varieties (4 Kaolack, 2 Fatick, 2 Kaffrine, 2 Tamba et 4 Kolda). • Fondation Agir pour l'Education et la Santé establishes of 5 field demonstrations on organic fertilization produced by Senegalese firm Bio-Ferti. 	<ul style="list-style-type: none"> • Demonstration sites and farmer training program set up in collaboration with BDS and product suppliers through VC farmer networks. • Identification of successful varieties and technologies for expanded use and funding in subsequent commercial program.
<p>Post harvest processing of maize in the South Forest Zone</p>	<ul style="list-style-type: none"> • Acquisition of 6 maize dehusking/shelling units that were positioned at village marketing points. • Grants awarded to three women's groups involved in small scale maize processing (infant formulas) to improve their equipment and management capacity in the perspective of augmenting output. • Renovation of the Sodefitex silos for a total capacity of 1,000T was completed during the year and will provide this maize network with a capacity to store excess production for later selling. 	<ul style="list-style-type: none"> • 6 USAID/PCE network agreements for maize in 2011 all provide for the acquisition shelling equipment, 10 in total, to be used during the upcoming harvest, due to begin end of November 2011. • For the 2012 season pilot maize de-husking and shelling equipment set up by participating networks to demonstrate technology to SFZ farmer groups involved in the commercial maize VC program. • Lead firms and farmer groups participating in Value chain network acquire farming, harvesting and grading equipment through private financing mechanisms. • Development of joint storage and logistics options and assorted investment plans. • Business plan for public warehousing projects are prepared and submitted for funding by public and private institutions. • Implementation of cost-share pilots to demonstrate

TABLE 1 - VALUE CHAIN ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
		feasibility.
<p>Maize value chain integration: Farmer/consolidator linkages</p>	<ul style="list-style-type: none"> • 2011 Maize season, 565 contracts signed by the 6 network consolidators for a total of 9,000 tons of industrial maize. • Contracted base price for the 2011 season: 145 CFA/Kg exceeds 2010 price by 10 FCFA (baseline: 90 CFA/kg). • 2011 contracts include provisions for adjustments to prevailing market prices as given current import prices, additional increases are to be expected. • All contracts associated to an input-financing program with participating local financial institutions described in detail in the Capital Access section. 	<ul style="list-style-type: none"> • Contracted commercial maize program for 2012 rain season reaches 15,000 T (expected total marketed output of 30,000 T).
<p>Maize value chain integration: end-market linkages</p>	<ul style="list-style-type: none"> • Initially program piloted by industrial firms Chocosen, Avisen and NMA with positive results discussed in industry wide fora. • For the 2011 season, USAID/PCE has facilitated discussions between the six networks supported by USAID/PCE and industry majors Avisen, Sentenac, Grands Moulins, Sedima, NMA, Chocosen and Agridev for the marketing of 9,000 tons of maize during the December-February harvest. 	<ul style="list-style-type: none"> • Production by the industrial buyers of a procurement plan for locally purchased maize. • Establishment of a set of quality criteria to be met by local production.

TABLE 1 - VALUE CHAIN ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
Maize value chain integration: promotion of industrial maize in the SFZ.	<ul style="list-style-type: none"> • A public briefing of rain season 2010 industrial maize commercial and financing program in Kaolack on March 9-11 2011. • Current 2011 program should triple the 2010 results. 	<ul style="list-style-type: none"> • Public briefing of rain season 2010 results to be held in both Kaolack and Kolda.
Maize value chain integration: Industrial maize quality norms and standards	<ul style="list-style-type: none"> • Rain season 2010 maize harvest carried out with on-site shelling and direct bagging improving the quality of the cereal. • Post-season debriefings showed general satisfaction by the animal feed sector, however the food processor needed to add additional cleaning steps on some lots. 	<ul style="list-style-type: none"> • Documented quality control using digitized moisture analyzers and standard testing procedures at farm gate to be implemented by consolidators in rain season 2011 harvest.
MILLET		
Millet value chain network development in the South Forest Zone	<ul style="list-style-type: none"> • 21 millet farmer groups federated by UGPCL were supported in a contracted marketing program with Mamelles Jaboot including grading and foreign matter maximal tolerances. • USAID/PCE partnerships over the season provided training to 10,038 farmers through over 500 village level farmer groups in the SFZ. 	<ul style="list-style-type: none"> • Smaller scale Millet/Sorghum farmer GIE's, Unions and Cooperatives sign and manage value chain contracts with one or more processors.
Demonstration of conservation farming, fertility management and striga	<ul style="list-style-type: none"> • Conservation farming and Striga control demonstrations through millet network in partnership with ANCAR and USAID/EATP reached 1365 farmers. • Demonstrations in certified seed used and improved 	<ul style="list-style-type: none"> • Smaller scale Millet/Sorghum farmer GIE's, Unions and Cooperatives sign and manage value chain contracts with one or more processors. • Increased adoption of certified millet seeds and

TABLE 1 - VALUE CHAIN ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
control to millet farmers in the South Forest Zone.	fertilization and land preparation carried out by ANCAR reached 10,000 farmers.	improved cropping practices by millet farmers within targeted networks. <ul style="list-style-type: none"> • Increase in marketable surplus for millet/sorghum producers participating in commercial programs.
Millet value chain integration: end market linkages	<ul style="list-style-type: none"> • Pilot program between a processor (Mamelles Jaboot) and a network of farmers (UGPCL) completed in Q1/FY2011 for a delivery of 70 ton of millet with a specific quality standard. 21 farmer groups were part of this experience. 	<ul style="list-style-type: none"> • Millet traders test cereal cleaning and grading equipment in facilities situated at Loumo level (point of consolidation).
SEEDS		
Support to private certified seed production	<ul style="list-style-type: none"> • 2010 rain season and 2011 dry season rice seed multiplication: UNIS-Nord and the women producer federation FEPRODES were contracted for the to increase production of certified rice seeds, including early yielding varieties. FEPRODES program yielded 275 T of certified seeds and the UNIS-Nord program 1107 T for a total 1382 T. • In the case of FEPRODES, a portion of the seed production was used by the network in its 1,200 ha commercial program for the dry season 2011 cycle. • Dry season 2011 Aromatic rice: Accelerated multiplication of recently developed AfricaRice aromatic Sahel varieties (S177, S328 and S329): 29 hectares, due to generate a minimum of 150 MT of foundation and commercial seed, 	<ul style="list-style-type: none"> • Accelerated multiplication programs are pursued for aromatic rice and NERICA rice varieties to meet rising demand. • Maize certified seed need analysis to be performed to drive certified seed production plan. • Hybrid maize promotion and demonstrations to be extended to the SFZ zones of Kolda and Sedhiou. • Farmers of partner networks have access to certified seeds of aromatic rice varieties for their commercial production program.

TABLE 1 - VALUE CHAIN ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
	<p>were set up on a cost share basis for multiplication during the 2011 dry season cycle.</p> <ul style="list-style-type: none"> • Rain season 2011 Aromatic rice seed program: Participating UNIS-Nord farmers have since furthered the effort using their own resources on more than 90 ha. • Support to maize seed multiplication networks ASPRODEB and SODEFITEX in rain season 2010 yielded a total output of 432T of certified maize seed, representing 60% of the maize seed production certified by DISEM. • Maize seed multiplication was pursued in FY2011, with networks including setting up seed multiplication sites in complement of the commercial program financed by local banks. • Rain season 2011 demonstration and multiplication program for NERICA 1 ,4 & 6: Nine networks are supporting SFZ farmer organizations through 200 x 0.5 ha demonstrations doubling up as DISEM certified seed multiplication sites. 	
<p>Seed sector institutional strengthening</p>	<ul style="list-style-type: none"> • USAID/PCE facilitated the creation of commodity specific seed producer associations to serve as a platform for technical exchanges and plan foundation seed requirements: REPROSEM (maize seed producers), REPROSENER (NERICA rice seed producers) and Certified Millet Seed Producer Network. • Assistance to ISRA for the development of a management and accounting framework with the objective of piloting 	<ul style="list-style-type: none"> • Support to DISEM for the development of standard laboratory practices, their enforcement in regional labs and seed controller guidelines and procedures improving controller productivity. • Support to ISRA in establishing an improved management system at the Fanaye and Nioro research stations. Adoption by ISRA of a set of procedures and accounting practices for the

TABLE 1 - VALUE CHAIN ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
	<p>them at the Fanaye and Niore foundation seed production facilities. The propositions were validated by ISRA during a technical session held on July 22nd 2011. ISRA's board adopted the propositions in September 2011.</p>	<p>operation of the seed production units as commercial entities. Launch of a pilot phase.</p> <ul style="list-style-type: none"> • Multi-year plan produced by UNIS-Nord, REPROSENER, REPROSEM and Millet seed producers supported by PCE. • Order of foundation seeds placed with ISRA or other foundation seed producers (as permitted by ECOWAS regulations) in accordance with planned requirements.
<p>Seed sector infrastructure development and Public Private Partnerships</p>	<ul style="list-style-type: none"> • Two fully equipped seed labs in Richard Toll (SRV) and Kaolack (SFZ) were completed and handed over to management by the regional Ministry of Agriculture authorities, under DISEM supervision. • Completion and validation of a technical study to define and cost the investments required for the rehabilitation of ISRA seed production stations in Fanaye (SRV) and Niore (SFZ). • Completion of the KASEC Sarl seed processing facility in Kaolack, a cost share partnership between USAID/PCE and two leading seed and commercial cereal producers active in the region. • Legal specialist experienced in PPP development commissioned by USAID/PCE to assist the committee and organize a final round of consultations, and propose a definitive framework for the transfer of the Richard Toll center to private management. • Technical study to procure power generation equipment for 	<ul style="list-style-type: none"> • Investment in one (1) new seed laboratory in the SFZ (Kolda or Tambacounda). • Investment in basic infrastructure refurbishment (irrigation systems and cold storage) at ISRA Niore and Fanaye foundation seed production units. • Installation of autonomous power generator to improve current seed processing capacity at DISEM seed labs, Richard Toll and Kolack seed processing centers. • Adoption by the Ministry of a legal framework for a long term PPP for the Richard Toll seed treatment unit involving private financing of equipment and infrastructure.

TABLE 1 - VALUE CHAIN ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
	the existing facility. The equipment is to be installed over the first quarter of FY2012 and will boost seed facilities production capacity, currently marred by recurring power shortages.	

CAPITAL ACCESS

The Feed The Future strategy is taking place in a context that makes agricultural financing a critical condition for increasing agricultural productivity. There is therefore a need to develop mechanisms and methodologies to boost the supply of diversified financial services. The USAID/PCE approach to improving capital access is based on the postulate that the strengthening and even formalization of relationships among value chain stakeholders creates the conditions for greater and more diverse lending. This is a concept that is at the heart of the value chain approach applied by the project team and discussed in great detail in the Value Chains section of this report.

One of the most important project results from the past year is the on-going expansion of the financing models deployed in the maize value chain. These models demonstrated their usefulness in reducing both risk and costs while building trust among value chain actors. In 2011, the USAID/PCE team successfully expanded the model (number of beneficiaries and financial institutions), while extending its application to other value chains, and, importantly, weaving in other financing tools such as leasing. The USAID/PCE Capital Access team members also worked closely with USAID/Senegal and the DCA office in Washington to develop three new DCA guarantees, exclusively for agriculture, and supported existing DCA holders to expand their use of the mechanism.

Capital Access Highlights:

- **Strengthening and expanding the maize integrated financing model for the maize value chain with:** the extension of the model to seven other regions, the involvement of 4 financial institutions, and mobilization of \$2.6 million for the purchase of inputs backing up 2877 producers and 6 consolidators (this represents an increase of 1000% compared to FY 2010);
- **Credit and leasing in support of mechanization of the maize value chain (production level)** with mobilization of bank financing for two tractors and facilitation of credit and leasing schemes that mobilized 15 new tractors and a combine harvester;
- **Adaptation of the maize integrated financing model to value chains such as millet** with mobilization of \$75,000 backing up 661 producers;
- **An increase in bank lending to agriculture from DCA guarantee holders** (U-IMCEC, ACEP, Ecobank), with 3,157 loans issued with DCA backing for a total of over \$7 million.
- **Facilitation of three new DCA guarantees:** PAMECAS (\$2 million), Ecobank (\$5.82 million), FEPRODES (\$1 million);
- **Financial management capacity building to 30 agricultural SMEs** to improve their financial and accounting reporting and to strengthen their technical capacity and credit-worthiness with the development of 20 business plans;
- **Initiation of a training program** intended for 10 financial institutions (banks and MFIs) on "financing of agricultural value chains";
- **Support for thematic meetings around the financing of agricultural value chain**, notably a co-sponsored national event with APIX, financial institutions, donors, professional organizations, government officials, etc.
- **Assistance to design and launch a mutual guarantee cooperative lending scheme** in the Senegal River valley (in French Société de Cautionnement Mutuelle Agricole: SCMA);
- **Preparation of a pilot rain-indexed insurance program for the maize value chain** in partnership with PlaNet Guarantee, CIRAD and CNAAS to launch in 2012.

TABLE 2 - CAPITAL ACCESS ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
Increase financial support for priority value chains		
<p>Strengthen and expand the integrated financing model for the maize value chain</p>	<ul style="list-style-type: none"> • \$1,2 million mobilized for the purchase of inputs intended for famers (this represents 566 loans); • \$1,2 million mobilized by 6 consolidators partners through bank lending for the purchase of input ; • Support for 25 financial institutions in seven administrative regions; • Support for the mechanization of the maize value chain (production level) with mobilization of bank financing for two tractors (\$78,000) and facilitation of credit and leasing schemes that mobilized 15 new tractors and a combine harvester (ongoing process scheduled for release in late November 2011) 	<ul style="list-style-type: none"> • \$ 3 million mobilized to meet the credit needs in inputs and marketing operations for key players participating in the maize value chain program (with focus on strengthening their financial management capacity so that they manage the lending process without project support); • Producers have access to long credit (leasing for instance) to acquire tractors, threshers and shellers, etc • Financial coaching for farmers; • Development of agricultural insurance (3000 maize growers have access to insurance policies to cover their risks of loss due to rain shortfalls. This will be a rainfall-indexed insurance program); • Implementation of a financing program with the use of warehouse receipts financing model.
<p>Strengthen existing financing models for the rice value chain (upland and rainfed rice)</p>	<ul style="list-style-type: none"> • Lending volumes in rice are directly linked to challenges of credit-worthiness and the potential for commercialization of output, which is particularly low at this point for upland rice. Efforts in FY 11 focused on improving the bankability of rice mills through a financial coaching program including • Business model developed for GICOPA to acquire a sheller (ongoing process scheduled for release from 	<ul style="list-style-type: none"> • Adaptation of the maize integrated financing model to the upland rice value chain via bonded rice-processing factories, distributors, producer organizations ; • Strengthening the productivity of key stakeholders within the value chain by facilitating their access to long term credit; • Technical support for producers organizations using

TABLE 2 - CAPITAL ACCESS ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
	<p>Ecobank for an amount of \$100,000)</p> <ul style="list-style-type: none"> • Facilitation of credit and leasing scheme of \$250,000 for DIAGNE et Frères that mobilized a tractor and a combine harvester (ongoing process scheduled for release in late November 2011); • Implementation of a multi-party financing model for the rainfed rice value chain in Sédhiou with mobilization of \$25,000 as a pilot 	<p>the integrated financing models to improve and deepen their access to finance production ;</p> <ul style="list-style-type: none"> • \$1, 250,000 mobilized for various stakeholders ;
Implementation of a financing model for the millet value chain	<ul style="list-style-type: none"> • A multi party financing mechanism was set up involving producer organizations and processing units; • Mobilization of \$75,000 (representing 661 farmers) from ACEP (this model is in line with the integrated financing model used in the maize value chain) 	<ul style="list-style-type: none"> • Support for the expansion of the model by strengthening marketing operations; • Development of a variety of risk mitigation tools to better manage the commercial contracts between processors, retailers and consolidators ; • Mobilize \$300,000 of bank lending at production and collecting levels.
Improving the agriculture financing environment		
Implementation of a financial coaching program for borrowers within the value chains.	<ul style="list-style-type: none"> • Consulting firms Access Finance and la Financière led a program of financial coaching for 18 micro-enterprises partners including 5 rice mills : • Support to restructure 18 SMEs; • Implementation of the lean management systems; • Elaboration of 20 business plans and development of 18 requests for approval to meet criteria under the investment code; 	<ul style="list-style-type: none"> • For the financial coaching program target key stakeholders within the maize et rice value chains ; • Focus on budgeting, forecasting and cash management.

TABLE 2 - CAPITAL ACCESS ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
	<ul style="list-style-type: none"> • Training session for rice mills in cash management, business law, budgeting ; • Training session in financial analysis, budgeting and forecasting for 25 animators within the PINORD platform to strengthen their financial management capacities. 	
Development of agricultural insurance	<ul style="list-style-type: none"> • Support for the implementation of a pilot agricultural micro-insurance scheme with MEC DELTA in the river valley of Senegal including feasibility studies, design and implementation of a specific insurance product and the underwriting of farmers to Fonds de Solidarité Agricole du Delta (FSAD) ; • Preparation and implementation for a pilot rain-indexed insurance program for the maize value chain in partnership with PlaNet Guarantee, CIRAD and CNAAS with the aim to propose an index insurance for 3000 farmers (for FY 2011/2012) to better manage the impact of climate change 	<ul style="list-style-type: none"> • In FY 2012 make available rain-indexed insurance products to maize growers; • Training program for farmers focusing on index insurance and adaptation to climate change.
Capacity building for financial institutions partners	<ul style="list-style-type: none"> • A participative diagnostic program with la MEC DELTA, ACEP, U-IMCEC, MEC FEPRODES, Ecobank to formalize technical support for the value chain financing ; • The USAID/EGP, in partnership with the Programme d'Appui à la Lettre de Politique Sectorielle Microfinance, organised a training session in Mbodienne (21-23 June 2011) (participants included 	<ul style="list-style-type: none"> • Capacity building in value chain financing for 16 financial institutions ; • A guide on value chain financing approach developed and shared with financial institutions.

TABLE 2 - CAPITAL ACCESS ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
	<p>CNCAS, CMS, PAMECAS, MEC FEPRODES, MEC DELTA, UMECAS, CAURIE MICROFINANCE, DJOMEK, MEC FADEC NJM).</p> <ul style="list-style-type: none"> • This training session was focusing on various themes: value chain approach, value chain based financing model, the maize integrated financing model, etc. • Financial coaching for financial institutions to ease their integration into the value chain based financing models; • A other training session on integrated financing held in Saint Louis in September 2011 with Banque Atlantique, CNCAS, MEC FEPRODES, de l'ACEP, UMECAS... 	
<p>Facilitation and tracking of use of the "Development Credit Authority"</p>	<ul style="list-style-type: none"> • Facilitation of three new DCA guarantees: PAMECAS (\$2 million), Ecobank (\$5.82 million), a DCA-Women for FEPRODES (\$1 million) • An increase in bank lending to agriculture amongst DCA guarantee holders (U-IMCEC, ACEP, Ecobank), with 3,157 loans issued with DCA backing for a total of over \$7 million; • Training session on DCA in Mbodienne for 10 financial institutions; • 2 workshops hosted by the project on the use of the DCA for U-IMCEC and ACEP. 	<ul style="list-style-type: none"> • Support for the use of the DCA via training sessions and coaching for PAMECAS and MEC FEPRODES ; • Improving the reporting and monitoring system for the DCA and measuring its impact ; • Exploring possibilities for a leasing-based DCA scheme in agriculture.

TABLE 2 - CAPITAL ACCESS ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
Support for thematic meetings around the financing of agricultural value chain	<ul style="list-style-type: none"> • First thematic meeting held in Saint Louis in February 2010 around « what type of partnership between banks, MFIs for the rice value chain financing» with 49 representatives from financial institutions, producer organizations, government officials research institutes, etc. • The second thematic meeting chaired by the Ministry of Agriculture around « the value chain financing » in partnership with CPI, mobilize 157 representatives from financial institutions, producer organizations, government officials research institutes, other projects and programs, donors, technical partners, etc. 	<ul style="list-style-type: none"> • Support for thematic and business meetings focusing on increasing bank lending to agriculture.
Development and adaptation of new financial products		
Expansion of agriculture leasing programs	<ul style="list-style-type: none"> • Implementation of a leasing scheme with Locafrique (a leasing company). Outcomes of this scheme are: <ol style="list-style-type: none"> i. Support for the mechanization of the maize value chain (production level) with mobilization of bank financing for two tractors and facilitation of credit and leasing schemes that mobilized 15 new tractors and 2 combine harvester (ongoing process scheduled for release in late November 2011); ii. Approval of all of credit applications submitted to Locafrique for a total of \$685,000 subject to 	<ul style="list-style-type: none"> • Development of relevant leasing guarantee mechanisms • Mobilization of \$500,000 in the form of leasing to ease producers access to agricultural equipment (tractors, offset, harvesters, threshing machine, etc.)

TABLE 2 - CAPITAL ACCESS ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
	PLASEPRI refinancing (ongoing process scheduled for release in late November 2011)	
Sector studies for the implementation of new financial products	<ul style="list-style-type: none"> Feasibility study on warrantage: this aimed to improve the component response of the component Capital Access to the outreach of relevant financial instruments tailored to the needs of project targets 	No further studies will be undertaken.
Implementation of a mutual guarantee cooperative lending scheme	<ul style="list-style-type: none"> In July 2011, a mutual guarantee cooperative lending scheme, an SCMA in French, was created in the Senegal River valley. The SCMA represents an important project innovation to boost agriculture lending. The SCMA is a mechanism for creating a joint-risk credit guarantee among eligible members who choose to join the structure. Members pay a fee to join and those fees help to offset the risk of non-reimbursement among members. It is particularly useful in reducing the costs of lending and borrowing for short-term loans and does not require any direct collateral on the part of individual members. The SCMA was launched with a USAID/PCE grant of 25 million CFA in collaboration with MEC DELTA, a micro-finance institution, the Association Solidaire du Delta (ASDEL), and PINORD. The membership fees and USAID's contribution serve to establish an escrow account to cover any loan defaults. MEC DELTA will lend up to 3 times the value of the escrow account. 	<ul style="list-style-type: none"> In FY 2012, at least 100 producers (and SCMA members) have access to financing for production operations, storage facilities and sale of 1,000 tons of paddy, representing turnover of \$28,000 in the first year. Annual joint review with USAID of the SCMA's performance and lessons learned.

AGRICULTURE POLICY REFORM

Policy Reform Highlights

FY11 activities in this intervention domain focused on selected policy issues directly related to the creation of a sound operating environment for increased competitiveness of the agricultural sector with the following key highlights:

- ✓ Technical assistance provided to Accelerated Growth Strategy Permanent Secretariat (SCA/SP) served to analyze and initiate dialogue of the issues and options for improved organization of the maize and horticulture value chains. The collaboration also supported significant upgrading of its Web site both in terms of design and content, including improving access to information about initiatives and activities in the agriculture/agro-industry “cluster”;
- ✓ With support from USAID/PCE, a revised version of the PNIA investment program (Programme National d’Investissement Agricole) was produced and distributed to partners in October 2010;
- ✓ A study of the fertilizer market structure, conduct and performance was completed with an emphasis on the effects of the government subsidy and consultations have started as part of a process to formulate policy or administrative measures to improve access, use and quality;
- ✓ Assistance to the Ministry of Agriculture (Direction de l’Analyse, de la Prévision et des Statistiques), to update its annual agriculture survey methods and tools, notably use of GPS units to locate each household and to identify all fields included in the survey. The survey sample also increased from 3,600 to 6,300 households across the country and the survey itself includes new sections about status of food security, nutrition, and nonagricultural sources of income.
- ✓ On July 13, the Ministry of Agriculture presented the results of the 2010 agricultural survey attended by all categories of stakeholders representing about sixty institutions;
- ✓ Initiation of a test to apply MODIS medium-resolution satellite data to estimate crop area for seven major crops in Senegal, based on successful use of similar data in other countries.
- ✓ Exhibition and degustation day with ITA of dishes based on 6 new maize varieties;
- ✓ Twelve fine restaurants of Dakar and Saly partnered with USAID for a “tasting” event based on innovative recipes using local cereals. An audience of approximately 250 guests including the American Ambassador, business leaders, decision makers, opinion leaders and communication professionals gathered at the Radisson Blu in May 2011;
- ✓ Publication and dissemination of a brochure that showcases findings from an informative and promotional survey on perception and consumption of cereals in the region of Dakar and its suburbs.

TABLE 3 - AGRICULTURE POLICY REFORM ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
Agriculture Sector Planning, Coordination, Monitoring and Information		
Support to the CAADP process	<ul style="list-style-type: none"> • A revised version of the PNIA investment program (<i>Programme National d'Investissement Agricole</i>) was produced and published by the Government with USAID/PCE support and distributed to partners in October 2010. 	Organise three thematic stakeholder forums on PNIA: <ul style="list-style-type: none"> - 1 national forum in Dakar with institutional actors - 1 regional forum in the north with emphasis on rice VC actors - 1 grouped forum for the other zones with emphasis on cereals actors
Support to the agriculture/ agribusiness (AAI) cluster of the Accelerated Growth Strategy	<ul style="list-style-type: none"> • Technical assistance provided to the Accelerated Growth Strategy Permanent Secretariat (SCA/SP) served to initiate multi-stakeholder dialogue on issues and options for improved organizational arrangements within selected domains in the Agriculture-Agroindustry Cluster. • Support that contributed to the formal creation of a cooperative for horticulture professionals (CFAHS) • Facilitation of an ad-hoc committee for the industrial maize value chain • Study of the organizational arrangements in 6 agricultural value chains • Upgrading of the SCA/SP website in terms of design and contents, including improving access to information about initiatives and activities in the agriculture/agro-industry "cluster". 	Assistance will focus on rice and maize value chain actors and to accompanying them to determine the most appropriate organizational framework for facilitating growth and investment in their respective sectors. Farmer groups involved in commercialization of maize, rice and millet will be assisted to examine their current organizational arrangements and needs within the broader context of value chain organization.
Support to improve agriculture statistics and forecasting	<ul style="list-style-type: none"> • Logistical support and methodological innovations including GPS-based measurement of plots and technical 	Continued financial and technical support to DAPS for the 2011 agriculture survey, including

TABLE 3 - AGRICULTURE POLICY REFORM ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
capabilities	<p>training provided to DAPS (Direction de l'Analyse, de la Prévision et des Statistiques)</p> <ul style="list-style-type: none"> • The Agricultural survey results for the last growing season (2010) were widely shared during a 1-day seminar (July 13), attended by all categories of stakeholders representing about sixty institutions with broad media coverage. • A team of 4 Senegalese professionals including 2 from DAPS, 1 from UCAD (University of Dakar) and 1 from the National Service of Meteorology participated in a 4-week training program at Michigan State University on developing and applying methods for estimating crop area and production forecasting using free satellite imagery. 	<p>training sessions for regional supervisors and contractual surveyors (150).</p> <ul style="list-style-type: none"> - Finalization and nationwide test of a method for measuring area for seven primary crops using satellite imagery (with support from Michigan State University) - Capacity building to DAPS personnel to strengthen their skills and methods for managing, storing and analyzing agricultural survey data.
Support to improved access to agriculture commodity price and volume data	<ul style="list-style-type: none"> • A review of existing methods for collecting agriculture price data confirmed that the CSA has received assistance to modernize data collection from rural and urban markets using cell phones. • PCE determined that the most useful and sustainable investment in support of agriculture market data involves support to cereals consolidator networks. In that context, interventions have occurred through the value chains team in support of maize, millet, rice and sorghum network consolidators. 	<p>Capacity building will focus on cereals consolidators to further develop spatialized databases that capture information on their farmer networks. This data is also all captured by PCE and will be the subject of future discussions on how to best consolidate and use the information. No assistance is foreseen at the level of the CSA.</p>
Agriculture Policy Reforms		
ISRA organizational reforms to operate a sustainable foundation seed production business model	<ul style="list-style-type: none"> • Assistance to ISRA for the development of a management and accounting framework with the objective of piloting them at the Fanaye and Nioro foundation seed production facilities. The propositions were validated by ISRA during a technical session held on July 22nd 2011. ISRA's board 	<p>Support to ISRA in establishing an improved management system at the Fanaye and Nioro research stations. Adoption by ISRA of a set of procedures and accounting practices for the operation of the seed production units as</p>

TABLE 3 - AGRICULTURE POLICY REFORM ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
	adopted the propositions in September 2011.	commercial entities. Launch of a pilot phase.
Improved enabling environment for affordable commercial fertilizer supply	<ul style="list-style-type: none"> • A study of the fertilizer market structure, conduct and performance was completed with an emphasis on the effects of the government subsidy PCE hosted a workshop with maize and rice value chain partners to explore the findings of the study • The Minister of Agriculture created an ad hoc working group to review the study's conclusions and to formulate recommendations for the government to improve performance of the fertilizer sector • PCE engaged a local firm to undertake a review of the performance of local committees charged with implementing the fertilizer subsidy program 	<ul style="list-style-type: none"> - Fertilizer study report sharing and action plan follow-up - National restitution workshop of the fertilizer study - Support to implementing the Action Plan expected from the Reflexion Committee on Fertilizer and soil fertility
Completion of regulatory gaps in the Agro-Sylvo-Pastoral Law	<ul style="list-style-type: none"> • Collaboration with the Legislation Office of the Ministry of Agriculture to agree on immediate priorities for support to unlock the LOASP process. The first step was to help finalize the draft agricultural report covering the 2004-2011 period. A retreat was held for the official taskforce to review and complete the draft version to be validated in a national workshop in early October 2011. Other activities conducted were essentially related to the operational preparation of this event. 	Support to the LOASP process for increased agricultural competitiveness. Specific goals include validation and publication of the first LOASP annual agricultural report and support for the elaboration of LOASP regulations (textes d'application) for 7 thematic groups
Dairy product fiscal regime	Activity phased out following FTF strategic focus.	No livestock or dairy-related activities are foreseen for 2012 or beyond.
Social Marketing and Strategic Communications		

TABLE 3 - AGRICULTURE POLICY REFORM ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
<p>Social marketing campaign and improved market access for cereals</p>	<p><u>Increasing profile and demand for local cereals</u></p> <p>As part of the Ceregal campaign to promote greater consumption of locally-grown cereals, twelve fine restaurants of Dakar and Saly partnered with USAID/PCE to explore ways of opening hotels and restaurants as market outlets for cereals producers and processors. An audience of approximately 250 guests including the American Ambassador, business leaders, decision makers, opinion leaders and communication professionals gathered to taste innovative recipes using maize, rice, millet and fonio at the Radisson Blu in May 2011.</p> <p>Steps have been taken to work out a memorandum on a supply system with SPIHS, a professional body representing about of 3000 enterprises in the hotel and restaurant industry.</p> <p>Following the selection and experimentation of 6 new maize varieties in partnership with ITA, ISRA and a private operator, TROPICASEM, in the North of Senegal, ITA convened an exhibition and degustation day with approximately 100 guests ranging from consumer organizations to potential investors and media people.</p> <p>A brochure was produced and published to showcase findings from an informative and promotional survey on perception and consumption of cereals in the region of Dakar and its suburbs.</p> <p><u>Promotion of <i>Cérégal</i> as a quality label</u></p> <ul style="list-style-type: none"> • Requests for promotional material (T-shirts, etc.), especially from small scale cereals processors • Proposals by processors to transform « Cérégal » into an 	<p>Continue the social marketing of local cereals with focus on aromatic rice.</p> <p>Introduce restaurant professionals to the potential of cereals (meetings, scientific and promotional information kits)</p> <p>Work out an MOU with the restaurant industry (SPIHS) for a cereal supply system</p> <p>Organize meetings where cereal farmers, processors and retailers will identify needs, constraints and opportunities</p> <p>Sponsor cereal producers and processors to participate in agricultural exposition and promotion events such as FIARA and Economic weeks.</p> <p>Transfer the CEREGAL brand to private actors if there is a clear need/interest for its use in marketing and branding.</p>

TABLE 3 - AGRICULTURE POLICY REFORM ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
	<p>extra promotional resource and an umbrella banner</p> <p><u>Market access/Building niches</u></p> <p>Advocacy steps have been taken to introduce local cereals in school boards, in partnership with the Ministry of Education and local government bodies</p>	
<p>Agriculture, economic growth and food security dialogue</p>	<ul style="list-style-type: none"> • Visits to representatives of national media to familiarize them with USAID/PCE approaches for value chain development; • Dissemination of press kits prior to important events 	<p>Organization of dialogue spaces on market access for primary producers and processors of local cereals in collaboration with other PCE teams.</p>
<p>Communications tools and programs for producers</p>	<p>Two communication tools have been developed but not specifically intended to producers:</p> <ul style="list-style-type: none"> • A brochure summarizing the results of a survey on cereal perception and consumption in the Dakar region; • A draft communication strategy to support the restructuring of the fertilizer sector. 	<p>Production of user-friendly economic information packages to feed in media training and audio-visual debates.</p> <p>Develop mechanisms for more effective media coverage of PCE interventions and national food security issues, including thematic information kits and capacity reinforcement.</p>

TRADE

Developing Trade and Transport corridors

The trade activity in FY 2011 was closely linked to transport corridors in the sense that the main objective was to gather reliable data to help initiate policies and actions to alleviate transport, supply-chain, and distribution bottlenecks along the main trading routes accessing sub regional markets. Improving transport corridors and trade conditions are transversal activities that address the flux of trade from the production zones to the primary domestic and regional markets. Trade and transport corridor development is increasingly being seen by the Government of Senegal as a matter of strategic national importance. Despite Senegal's favorable ranking against the *Doing Business* indicator for the cross-border trade (mainly a result of efforts at the port of Dakar), Senegal is increasingly finding itself isolated from inland countries. Although regional trade is increasing, particularly within the UEMOA zone, Senegal is seeing the volume of transshipments through its port and border points with Mali, one of its principal regional trade partners, steadily decline.

In 2009 Senegal was introduced into the regional observatory of abnormal practices (OPA) that collects information from transporters on corruption and delays along major corridors in West Africa. The quarterly reports show that the Dakar-Bamako corridor is a relatively poor performer compared to other transport corridors with an unusually large number of stops. Moving forward, the GoS is keen on having Mali as a key "client" in regional trade expansion. Senegalese are actively pursuing practical measures to reduce obstacles to expanding the volume of trade passing along the different corridors to Mali, Guinea, and Mauritania.

PCE interventions reflect the need to have a strong engagement of both private operators actively engaged in trade between Senegal and adjoining countries as well as government officials whose departments are charged with reducing barriers and who must be part of any decision to develop infrastructure or new systems or regulations. Thus the project worked closely with and through the CPI committee charged with the government's trade policy objectives of improving the competitive position of Senegal and of the trade corridor in particular. Although PCE took a comprehensive perspective by working to improve trade of all physical goods, our approach places an emphasis on resolving the barriers to the movement of cereals and livestock. The project is actively establishing partnerships with other USAID projects working in regional trade issues, notably the West African Trade Hub (WATH) and Agribusiness Trade Promotion (ATP and E-ATP) projects to capitalize on 2011 results.

USAID/PCE worked with members of Senegal's Presidential Investment Council (CPI) sub-committee charged with improved trade and corridor performance to map out an approach for engaging Malian stakeholders in formulating an action plan for reducing barriers along the Dakar-Bamako corridor. Specific results include establishment of a corridor task force headed by the prime minister office and strong involvement of the private sector, informational and communication campaigns that drew considerable press coverage about the commitment to reduce corridor barriers, a participatory process to define a road map for action in both countries resulting in the agreement to hold an institutionalized yearly Senegal-Mali border conference. In addition, USAID/ PCE commissioned analysis of the cost of transport between Senegal and Mali in order to grasp the cost structure and inefficiencies of moving goods along the corridor. Finally, USAID/PCE has initiated a partnership with the regional ATP project to implement a methodology approach to work on tracking the corruption and barriers experienced by cereals transporters between the two countries, and inside Senegal domestic markets.

PCE objectives were met, in line with GOS expectations to reduce the cost of transport within the corridors by minimizing the number of control points (the goal of the GOS is to go from 20 to only 3 stops along the Dakar-Bamako corridor), to improve perceptions of transporters, to accelerate the formalities at the border posts, to strengthen the competitiveness of the transport industry, and to improve the fluidity of agriculture commodity transactions in local markets.

TRADE Highlights

- Corridor conference. The border conference on trade facilitation issues between Senegal and Mali was held the 20th and 21st may in Kayes, Mali. The conference was presided by the Prime Ministers of the two countries with the participation of highly ranked public officials , private sector representatives, technical experts from the administration, economic operators involved in the Dakar-Bamako trade, and civil society actors. The conference is the outcome of a 1 year participatory process backed by USAID/PCE in which the public sector and private sector of both countries worked in partnership to identify key constraints to the flow of goods between Senegal and Mali, and formulate sound recommendations. The Kayes Conference was an opportunity to fine tune recommendations and gain the public support and endorsement of the heads of government do diligently pursue the implementation of actions to reduce constraints specific to trade along the corridor by reducing the number of control points to three, reduce transit costs, limit truck weights ,improve road maintenance, and set up a Senegal-Mali joint monitoring committee to oversee the planning and execution of all approved recommendations.
- Corridor cost study. To develop trade and transport corridors, the PCE recognizes the need to have a better understanding of the baseline costs of transport of goods. PCE, in collaboration with the CPI working group on transport, initiated a study of the costs of trade along the Dakar-Bamako corridor in 2010. During the second quarter of FY2011, this study was finalized with data collected from a number of private and public entities in both Senegal and Mali. The study was finalized and presented to Senegalese stakeholders for review in March.

A final version of the study was finalized during the fourth quarter and was widely distributed during the Kayes Conference. The main contribution of this analysis is its generation of a detailed cost build-up from port to destination and the subsequent opportunity to use this hard data to explore means to reduce transport costs.

- Road block reduction. A proliferation of costly road blocks remains one of the most high profile challenges to trade. However, there is little quantitative information on the actual costs and time losses that road blocks and harassment impose specifically on grain traders and transporters (road harassment studies are focused on containerized trade at the moment). To address this knowledge gap and to tailor lobbying and information campaigns to reduce barriers to grain trading, the project negotiated a 3-way Protocol with USAID/E-ATP (a regional project) and the Dakar Chamber of Commerce to collect data on road harassment and cost of transport of cereals traded within the Dakar-Bamako road corridor.

Through the agreement, USAID/PCE is supporting the costs for the Chamber of Commerce to collect information from grain traders and truckers on road harassment, and to train these truckers and traders on their rights and obligations under national and regional regulations. The E-ATP project will provide technical training and oversight to the Chamber of Commerce's data collection team. The information captured will be incorporated into the ECOWAS/WAEMU regional quarterly report on road transport governance. The agreement will also lead to improved knowledge of the travel itineraries, type, volume, and transport cost of cereals traded within the corridor. The implementation of the agreement was delayed several times was put in effect in the last quarter.

Note that due to a mid-year reorientation of strategies and recognizing projected future budgetary constraints, a few trade-related activities were not initiated. This includes activities related to upgrading the Kidira border post, a baseline assessment of the southern transport corridor, assessments and upgrades of local markets, a conference regarding renewal of Senegal's truck fleet, and support to reducing trade barriers between Ziguinchor and Banjul. These dropped activities do not have a marginal or no impact on FTF goals for Senegal, in particular for the development of rice, maize and millet for national markets.

TABLE 4 - TRADE ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
Developing Trade and Transport corridors		
<p>Organization of a border conference on the Dakar-Bamako corridor</p>	<ul style="list-style-type: none"> • The border conference on trade facilitation issues between Senegal and Mali was held the 20th and 21st may in Kayes, Mali under the presidency of the Prme Ministers of the two countries. • The authorities, private sector, civil society and the press were mobilized around a validated action plan to improve the flow of goods in the Dakar-Bamako corridor. • 5 key measures were determined by the actors and endorsed by higher authorities to implement in 2011 for a direct positive impact on the fluidity of goods along the corridor. • 1/ to reduce the number of control points to three, 2/ to implement the TRIE (interstate Road transit WAEMU policy), 3/ to enforce the WAEMU truck weights limit policy , 4/ to improve road maintenance, and 5/ to set up a Senegal-Mali joint monitoring committee to oversee the planning and execution of all approved recommendations. 	<p>In light of the significant budgetary cuts to Task Order 5, the presence of other regional USAID projects focused on sub-regional trade barriers, and the FTF focus on rice, maize and millet in Senegal, the PCE team foresees no further activities that are specific to the corridor as such.</p> <p>However, the project does intend to continue working with regional USAID projects and with the Senegal Chamber of Commerce to collect data and raise awareness about road barriers faced by truckers and transporters that are involved in rice, maize and millet commercialization within Senegal and to bordering countries. See next activity for further information.</p>
<p>Partnership with the Senegal Chamber of Commerce (CCIAD) and EATP to look at the “tracasseries” in the transport of cereal products along the Dakar-Bamako and within domestic</p>	<ul style="list-style-type: none"> • MOU with ATP and the chamber of Commerce was finalized and signed • First deliverables from CCIAD have been submitted 	<p>Collection of data on harassment, loss of time, and incurred costs along roads commonly used for cereals trading and transport (25 sheets collected and analyzed each month).</p> <p>Greater transparency and dialogue on transport</p>

TABLE 4 - TRADE ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
markets		<p>delays and costs for maize, millet, and rice</p> <p>Minimum of 1 sensitization session per quarter with a minimum of 25 stakeholders per session</p>
Corridor cost study.	<ul style="list-style-type: none"> • Contribution towards the development of a baseline of transport cost along the corridor Dakar-Bamako, in defining policy/regulatory, physical, and management measures to develop and reduce costs of operation along the Dakar-Bamako corridor. • Transport cost analysis of three supply chains – imports of rice into Senegal and Mali, and exports of cotton from Mali – to a) evaluate current traffic on the corridor; and b) evaluate the cost of transport along the corridor. 	

CAPACITY BUILDING AND APPLIED RESEARCH

USAID/PCE interventions are centered on promoting sustainable growth in the agro-food sector based on a Value Chain development approach. This implies the need to generate a critical mass of professionals equipped with the skills required to become efficient entrepreneurs in an increasingly complex and globalizing market. Informal methods of doing business tend to become less and less compatible with the evolution of the operating environment. Target groups are primary producers groups, private business enterprises involved in processing primary products, technical agro-food support agencies, training bodies, and financial institutions.

USAID/PCE pursues capacity building through a number of approaches and methods. This section of the annual report is limited to discussing human and institutional capacity-building activities led directly by the project's capacity building team. Additional capacity and training actions are described in the sections for value chains and seeds, capital access, and policy reform.

During FY11 the PCE Capacity Building team delivered 22 training sessions covering 10 themes. These include:

- a) Contractualization and business partnership development in the rice and maize value chains,
- b) Hygiene and quality in the meat sector,
- c) Best practices in rain-fed rice production,
- d) Best practices for animal fattening with focus on women,
- e) Practical methods and tool for participatory diagnosis of agricultural production systems by field extension agents,
- f) PCE value chain development approach and related business opportunities for financial institutions,
- g) Basic computer applications for technicians of key agricultural support agencies,
- h) Collection and analysis of agricultural statistics.

The total number of participants directly trained through these activities is 434 from 113 different institutions. The overall proportion of women is about 27%, which is significantly below the gender balance target. The peak of 80% female participation was reached with livestock fattening while all other intervention sectors covered are highly male dominated.

The focus was put on contractualization with a practical approach that resulted in an impressive development of business partnership relations between value chain actors through the signature of formal contracts. This has been instrumental to boosting credit because contracts used as information tools and as collateral reduce the risk facing financial institutions that have historically been reluctant to intervene in the agricultural sector.

Implementation of the comprehensive capacity-building program designed for technical agencies within the Ministry of Agriculture was launched under the coordination of the BFPA, its Training Office. Three topics out of four initially planned were delivered in accordance with the manual of procedures. Particular attention was paid to the monitoring system mainly concerned with ensuring effective impact. The Minister of Agriculture circulated an official letter urging the Directors of all institutions concerned to make sure that the training brings significant performance upgrading by creating the conditions for trained staff to apply learned skills in their daily work.

Implementation of a similar program also started with ANCAR, the national agency for agricultural and rural extension. Both programs contribute to the effective operationalization of LOASP and PNIA capacity-building components.

The graduate training program at ENSA on Value Chain Development and Agro-food Entrepreneurship started in March 2011 with a first group of 14 students including 4 women. This 4-semester Master's

Degree Program is implemented in collaboration with Michigan State University as strategic partner. For the first two semesters, 4 modules have been co-delivered by trainers of ENSA and experts from the USA (Michigan State University and J.E. Austin). This option is a way to upgrade the in-house capacity of ENSA and prepare its agribusiness faculty for takeover.

About 50 technical reports have been finalized including 2 agribusiness curricula design (for ENSA and ISFAR), 1 institutional capacity assessment (ENSA), 6 participants training guides, 5 trainers manuals, 16 applied research papers of sponsored finishing students, 10 training program implementation reports, 1 midterm program evaluation (ENSA), and 8 applied research methodology notes.

TABLE 5 - CAPACITY BUILDING & APPLIED RESEARCH ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
Developing National Capacity to Train Skillful Agri-food Business Professionals		
<p>Implementation of the Agri-business Graduate and professional training Program of ENSA and technical Centres</p>	<ul style="list-style-type: none"> • 2-day seminar in November 2010 with all stakeholders to share and validate the ENSA Value Chain /Agribusiness program contents. The opening session presided by the Minister of Higher Education in presence of the Thiès University Rector and the Director of Studies. Gathering focused on alignment of the Master’s Program with new academic reforms under way in Senegal, the review of training needs at lower professional levels, and the development of strategic partnership for sustainability. The design process was recognized by Rectoral authorities as a model that others should follow for developing new curricula. • PCE contracts GIERRCA (<i>Groupe International d’Etudes et de Recherches pour le Renforcement des Capacities en Afrique</i>) to accompany program kick off and to develop training materials for different modules. • A 45-hour Value Chain Introductory Course introduced and made <u>compulsory for all fourth year engineering students of ENSA</u>. A trainer’s manual was elaborated and approved by the Academic Committee of ENSA. The first session delivered in November 2010 was an occasion for teachers who were trained in the VC Approach to reinforce their skills and get ready for the Master’s degree courses. • A learning visit to Michigan State University from 26 January to 2 February for the ENSA agribusiness faculty. Included Director of ENSA, the campus Coordinator of the Program, the backstopping expert Consultant, and the PCE Senior Manager for Capacity Building. Topics included outreach strategies, collaborative links with upstream business enterprises as well as with downstream farming communities, the process for developing dynamic course content, the possibilities for distance learning, and the collaboration opportunities with another MSU- 	<p>Continue support to the Agri-business Graduate training Program of ENSA:</p> <ul style="list-style-type: none"> - Mobilization of 3 external training experts from MSU - Provision of tuition fees and scholarships to 14 Agribusiness Master’s students to complete their second and last year

TABLE 5 - CAPACITY BUILDING & APPLIED RESEARCH ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
	<p>supported training program in Mali. The visit also served to identify MSU faculty members interested in co-delivering selected course modules.</p> <ul style="list-style-type: none"> • The official launching ceremony of new Master’s program on 12 April 2011. The opening session was presided by the Minister of Higher Education, in presence of the Thiès University Rector, the Directors of ENSA, USAID/EGO, USAID/PCE, USAID/ERA, and ADEPME, among others. • Courses started in March 2011 with 14 students including 4 women. Selection was based on tests for regular ENSA students. For professionals, the main criteria were diploma work experience while gender age and affiliation to a PCE strategic partner institution were considered at a second level. • In addition to in-house faculty of ENSA and other local specialists, resource persons mobilized from March to September 2011 include 2 experts from Michigan State University and 1 from J.E. Austin. Each external resource person was paired with an ENSA professor expected to capitalize the methods and materials for full take over. • To preserve the identity and coherence of the program, general Trainer’ Guides were prepared for key modules as a reference framework but each intervening specialist is encouraged to add more content and details as appropriate. • Production of three Trainer’s Guides in support to the program component aimed at short-term training of professionals. Themes focus on small business organization, production planning and performance monitoring. 	

TABLE 5 - CAPACITY BUILDING & APPLIED RESEARCH ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
Design and institutionalization of the Agri-business Undergraduate Program of ISFAR	<ul style="list-style-type: none"> Support to ISFAR (<i>Institut Supérieur de Formation Agricole et Rurale</i>) to improve the design and institutionalization of an undergraduate value chain curriculum they started to develop after participating in the training of trainers workshop. The curriculum design was completed and the validated document was shared with USAID/ERA who hopefully will support ISFAR with implementation. 	No activities are foreseen in FY2012; all assistance, if any, to ISFAR will come from USAID/ERA.
Strengthening the National Value Chain Network as a potential pole of Excellence	<ul style="list-style-type: none"> The Network designated a coordinator and ENSA accepted to host a dedicated small managing office. The Coordinator submitted to USAID/PCE a request to support effective institutionalization of the Network. Unforeseen budget restrictions did not allow a positive response to this request that was also transmitted to USAID/ERA for possible action. 	No activities are foreseen in FY2012; all assistance, if any, will come from USAID/ERA.
Embedding the Value Chain Approach in Agricultural Development Interventions		
Training of Livestock Sector Policy Officers on the Value Chain Approach	<ul style="list-style-type: none"> The plan based on an official request from the Ministry of Livestock was to deliver four sessions with 1 at the national level in Dakar for 30 senior policy officers. After having developed ToRs and identified a service provider, this activity was finally cancelled following changes in strategic focus under FTF. 	No capacity building interventions are foreseen for livestock sector actors. Focus is on cereals stakeholders and supporting institutions.
Training of Livestock Sector Field Technicians on the Value Chain Approach	<ul style="list-style-type: none"> The Ministry nominated 65 field technicians to be trained in the 3 in the regions of Saint-Louis, Tambacounda and Kaolack but the activity was cancelled due to a withdrawal of USAID/PCE from the livestock value chain. 	No capacity building interventions are foreseen for livestock sector actors. Focus is on cereals stakeholders and supporting institutions.
	<ul style="list-style-type: none"> A 3-day training seminar led by PCE staff on the value chain 	<ul style="list-style-type: none"> Two additional sessions are planned -

TABLE 5 - CAPACITY BUILDING & APPLIED RESEARCH ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
Training & information of Financial Partners on the PCE Value Chain Approach and related business opportunities	development approach and the related business opportunities for financial institutions. The seminar focused on maize, millet/sorghum, sesame and rice value chains development models. Institutions represented include CNCAS, CMS, PAMECAS, MEC/FEPRODES, MEC/ DELTA, MEC /FADEC, UMECAS, CAURIE MICROFINANCE, DJOMECA, and NJM. The professional organization of decentralized financial systems and the official microfinance regulation body were also represented.	one in the Northern zone for irrigated rice and one in the maize zone.
Strengthening Professional Capacity of Key Agri-food Actors		
Implementation of the capacity-building programme for DAPS, DA, DHORT and ANCAR based on the ADIRA assessment report and proposed program through BFPA	<ul style="list-style-type: none"> • Based on a needs assessment (ADIRA), a comprehensive capacity-building program aimed at various professional categories was elaborated, with focus on addressing core competency gaps. The overall program is in line with the human and institutional capacity reinforcement component of PNIA (Programme National d'Investissement Agricole). • BFPA (Bureau de la Formation Agricole), the training office of the Ministry of Agriculture, assumed responsibility for coordinating implementation of the program with technical support from IPAR (Initiative Prospective Agricole et Rurale). • A procedures manual and 2011 work plan were validated. The manual defines the structure and role of two main organs: the Technical Committee composed of focal points in each of the institutions involved; and a Steering Committee composed of the three national Directors of BFPA, of Agriculture, of Horticulture and of DAPS, plus a Technical Advisor representing the Minister's Cabinet, and the PCE Capacity-building Specialist. • <u>Utilization of basic computer applications.</u> On-site practical training sessions for staff from DA (<i>Direction de l'Agriculture</i>) DAPS (<i>Direction de</i> 	<p><u>BFPA Program</u></p> <p>Continued implementation of the comprehensive capacity-building program for national Directions of the Ministry of Agriculture with 4 training modules of 5 days each on the following themes still to be confirmed:</p> <ul style="list-style-type: none"> - Value chain structure and performance analysis - Strategic and operational management of agricultural support institutions; - Climate change and sustainable agricultural development; - Land tenure policies and regimes

TABLE 5 - CAPACITY BUILDING & APPLIED RESEARCH ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
	<p><i>l'Analyse, de la Prévision et des Statistiques</i>), and DHORT (<i>Direction de l'Horticulture</i>). The session for each group took five days and 76 participants including 34 women completed the program on Word, Excel, PowerPoint and Outlook. For each theme, trainees were divided in two groups based on their levels.</p> <ul style="list-style-type: none"> • <u>Practical methods and tools for collection, management and analysis of agricultural statistics.</u> A five-day workshop organized in Saly registered 25 participants from the above-mentioned national Directions in Dakar but also from DRDR (<i>Directions Régionales du Développement Rural</i>) with priority to the newly established regions of Sedhiou, Kedougou and Matam. Participants were introduced to new tools including CSPRO, TirPPT and SPSS. • <u>Elaboration and implementation of agricultural policies.</u> The training aimed at policy officers provided an occasion to invited highly experienced resource persons to make presentations on particular issues. A major outcome was the decision to set up thematic cross-agency working groups that will pursue the reflection on specific policy questions. In addition to reinforcing collaboration and keep the group dynamic, the objective is to produce analytical papers as well as sectoral development policies and program proposals. • <u>ANCAR Capacity-building program.</u> ANCAR that has a different status and its own training unit was treated separately, with another service provider ISFAR (<i>Institut Supérieur de Formation Agricole et Rurale</i>) in Bambey. The proposed FY11 program focused on four main topics namely: the analysis of rural production systems, participatory construction of demand for technical advisory and support services, practical methods and tools for agricultural extension professionals, and the value chain approach. At the end, only the first topic was covered due to unforeseen budget restrictions. 	<p><u>ANCAR Program</u> Continued implementation of the ANCAR capacity-building program based on the 2010 needs assessment study.</p> <p>2 training modules of two weeks each:</p> <ul style="list-style-type: none"> - Participatory construction of demand for agricultural support services; - Methods and tools for agricultural

TABLE 5 - CAPACITY BUILDING & APPLIED RESEARCH ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
		and rural advising;
Assessment of capacity-building needs of the Livestock Ministry and related agencies	Activity not delivered due to FTF refocus	No future activities are foreseen for livestock and dairy actors.
Organisational development and associative governance of Livestock producers groups	After developing the TORs and selecting a service provider, the activity was dropped following changes in the FTF strategic focus domains.	The activity is reoriented to training and coaching Nerica and maize producer Networks on Organisational development.
In-depth training of Primary Producers Organisations on Community-based entrepreneurship	After having prepared and shared the TORs, with other colleagues for validation, this activity was finally postponed due to unforeseen budget restrictions.	In addition to cooperative entrepreneurship, the revised plan includes a dimension on Management of Development Programs.
Training of small-scale agri-food business entrepreneurs on product marketing strategies	This activity was postponed due to unforeseen budget restrictions.	Deliver what was planned for FY11
Training in the management of grain warehouses in the central zone	This activity was postponed due to unforeseen budget restrictions.	Deliver what was planned for FY11
Training of seed technology specialists and professionals	This activity supports the training component of the National Seed Strategy. After internal discussion with the USAID/PCE seed value chain manager, several preparatory meetings were organized with the Head of the Seed Division of the Ministry of Agriculture to exchange on training priorities, targets and practical modalities. The activity was postponed to FY12 for a number of reasons.	Training of private seed quality specialist controllers; Management training for sustainable seed production and marketing enterprises in the irrigated rice sector.

TABLE 5 - CAPACITY BUILDING & APPLIED RESEARCH ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
Contractualization and value chain partnership development	<ul style="list-style-type: none"> • Nine sessions delivered across PCE interventions zones with a total of 143 participants organized in mixed interest groups. These included primary producers, output consolidators, technical support services, processing enterprises, and financial institutions. The presentations and discussions centered on practical issues were in Wolof and occasionally in French, which allowed very lively and full participation of all. Training was divided into two sessions, with a 4-week break. Between the two sessions, trainees worked on practical assignments with support from PCE specialists in regional offices. These included the following: <ul style="list-style-type: none"> – Restitution to their colleagues using the participant guide; – Review past and ongoing contracts based on what was learned; – Draft new contracts that address their real business and partnership development needs. <p>This practical approach resulted in the elaboration of numerous new contracts discussed and agreed between producer groups and processing enterprises.</p> <p>A special session was organized for 25 the field agents of ANCAR (<i>Agence Nationale de Conseil Agricole et Rural</i>).</p>	Two forums for capitalisation of contractualization practices in the rice and maize sectors.
Post-training follow-up and coaching of selected producer organisations and small agribusiness enterprises	<ul style="list-style-type: none"> • This activity was not delivered as such but partly embedded in the training on contractualization and partnership development, using an innovative approach where trainees, after a first session, returned to their respective organizations with practical assignments for which they had backstopping support from PCE thematic specialists. 	This activity will be led by the Capital Access team and limited to financial coaching of partners receiving grants from USAID/PCE.
Elaboration of rough guides on selected techniques and best	<ul style="list-style-type: none"> • We gathered from ANCAR a list of about 15 themes in draft flyers to be refined for publication and large scale diffusion. However, the 	Elaboration of a technical guide for quality control of cereal seeds from the field to pre-

TABLE 5 - CAPACITY BUILDING & APPLIED RESEARCH ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
practices relevant to PCE value chains	assessment we made did not reveal strategic relevancy to PCE interventions and the action was not pursued further.	laboratory analysis.
Thematic Exchange and Animation Meetings of Stakeholders (TEAMS) rotated in PCE intervention zones	<ul style="list-style-type: none"> • Four themes have been identified in collaboration with all PCE teams: a) innovative financing of agricultural value chains; b) joint offensive against striga as a major threat to cereal production, c) prospects for rain-fed rice; and d) a national debate on agricultural policy in general or a related critical issue. <p>Due the unforeseen budget restriction, only the first theme on value chain financing was addressed. However, stakeholder meetings (ateliers-bilans) to evaluate rice and maize program activities helped fulfil a great deal of the underlying objectives.</p>	<p>In addition to the ‘Ateliers-bilans’ for maize, irrigated rice, and upland Nerica, we plan to hold three thematic stakeholder forums on PNIA and related questions:</p> <p>1 national forum in Dakar with institutional actors; 1 regional forum in the north with rice actors; 1 grouped forum for the other zones with maize actors</p>

TABLE 5 - CAPACITY BUILDING & APPLIED RESEARCH ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
Supporting Applied Research Activities in Response to Partners' Needs		
<p>Sponsoring of selected applied research projects of students from Ensa, Isfar and Enea to address particular study needs identified by PCE supported partners.</p>	<p>The 7 applied research papers completed during FY11 cover various topics:</p> <ul style="list-style-type: none"> a) determinants of production cost and marketing incentives for maize, b) feasibility of bio-gas production at farm and village levels in the Senegal river zone, d) global performance analysis of family farms in the southern zone, e) strategies for autonomization of rural micro-enterprises in the Senegal River zone, f) management of agricultural land in the District of Bounkiling, and g) determinants of global productivity of family farms in the Kolda zone. <p>On-site restitution seminars were organized to validate preliminary results with all stakeholders in the field. These seminars were intended to enhance the quality of research reports before the academic defence but also to get all local stakeholders involved in the reflexion about practical issues that these research projects tried to address. Each seminar registered 30 to 40 participants from local community organizations, producers' groups, business enterprises, marketing actors, rural support services and the training institutions concerned.</p> <p>The final reports took into account observations received during onsite restitution seminars with all local stakeholders, and recommendations made by academic examination committees that included members from PCE.</p>	<p>Sponsoring of 8 applied research projects of finishing students from Ensa and Enea to address particular study needs identified mainly in the maize, irrigated rice and rain-fed rice value chains.</p> <p>Organisation of 3 onsite grouped restitution seminars for the 3 value chains covered.</p> <p>Continuous identification of new topics in consultation with all PCE teams and field partners.</p>
<p>Economic and technical feasibility analysis of introducing Jatropha as a diversification crop and alternative source of fuel in</p>	<ul style="list-style-type: none"> • Field investigations on cost-benefit analysis have been completed by the local Jatropha consultant and the filled spreadsheets submitted to the Dr Brent Simpson, the project lead at Michigan State University. 	<p>Follow-up with Michigan State University for diligent finalization of the report.</p>

TABLE 5 - CAPACITY BUILDING & APPLIED RESEARCH ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
irrigated rice production systems of the Senegal River zone.	<ul style="list-style-type: none">• Elaboration of the report including phorbol esters laboratory analysis of jatropha product samples from Mali is still under way. The latest information from MSU indicates that the results already obtained are highly interesting in terms of scientific reference in the area.	

TRANSITION VALUE CHAINS: LIVESTOCK and DAIRY

USAID/PCE's activities in the Livestock and Dairy sectors were concluded in FY2011 with the project dedicating its efforts and resources to FTF priority cereal sectors. A specific report was produced by USAID/PCE which sums up the project's interventions in Livestock and Dairy and presents specific indicator tables associated with the activities carried out by the project. The transitioning process involved the public validation and transfer to Ministry of Livestock technicians of the supply chain and technical studies, which will inform future initiatives and investments in the sector. In the case of private and associative partners, ongoing programs were completed and debriefed and, in some cases, promising initiatives were picked up by other projects with converging objectives.

Cattle and small ruminants

- **Value Chain Study:** A value chain study of the Senegalese Sheep value chain was conducted in FY2011 by a local firm. The study "*Étude sur la filière ovine du Sénégal*" was validated in a plenary session chaired by the Ministry of Livestock and attended by representatives of the producers and extension services from across the nation. The value chain actors appreciated the study's depiction of the full value chain as well as its analysis of the cost and margin structures. The study concludes with recommendations for a national strategy aimed at improving the competitiveness of sheep produced in Senegal covering issues related to spatial organization, extension and market information systems, improvement of feeding practices and genetic improvement of local races.
- **Sheep production:** USAID/PCE supported two regional sheep producer associations: the Kaolack-based Association des Groupements de Producteurs Ovins (**AGROPROV**) and Saint-Louis' Cercle des Amis et Eleveurs de Mouton (**CAEM**). The programs meant to improve the marketing conditions of local sheep. CAEM members were trained in marketing and production techniques and later organized a regional fair. Similarly, AGROPOV organized training of its members on marketing as well as feeding techniques, which was followed by a pilot on improved feeding regimen and a grouped marketing program for Tabaski 2010.
- **Red meat production:** Association Nationale des Professionnels du Bétail et de la Viande (**ANPROVBS**) was supported by USAID/PCE's Capital Access team through a study reviewing the establishment of a mutual guarantee fund for the benefit of its members. The ANPROVBS is currently seeking to implement the proposed fund structure. Secondly, the project supported the association in developing a training program in animal fattening techniques and in hygiene practices relative to meat processing and marketing. In FY2011, a training of 71 trainers was carried out and training material developed for the association for internal dissemination to its members beyond the closing of the USAID/PCE partnership, with the expectation of reaching 5,000 members.
- USAID/PCE conducted with Réseau des Acteurs Multiplicateurs de Semences Fourragères (**RAMSEF**), located in Fatick, a forage production pilot of Niebe varieties adapted to high forage output. The project, which closed out at the end of the 2010 rain season, involved 50 farmers, most of which also raise livestock, and demonstrated the resilience and value of Niebe forages. However constraints remain in the production, storage and dissemination of quality seed material.

Poultry

- **Value Chain Study:** A study was commissioned in collaboration with the Ministry of Livestock to assess the feasibility and conditions for the establishment of modern poultry slaughterhouses in regional centers. The study titled "*Etude de faisabilité d'implantation d'abattoirs pour volailles dans les régions de Saint-Louis, Louga et Kaolack*" proposes market, technical, financial and environmental analysis relative to the implementation of a modern poultry slaughterhouse project in the three targeted zones. It concludes to the financial viability of a privately managed PPP involving local poultry producer federations, operating a facility meeting

national hygiene standards. The Ministry of Livestock has taken up the study and will promote it with its financial partners.

- **Small scale poultry farming:** USAID/PCE piloted several programs to support small scale poultry farming and marketing through collaboration with local associations:
 - Union Nationale des Acteurs de la Filière Avicole (**UNAF**A) was supported through training in best farming practices, HACCP and marketing management. The production of a management procedures manual and a strategic plan were also supported. In FY2010, UNAF was able to market 34 tons of poultry meat for a value of 47 million FCFA.
 - Fédération pour la Gestion des Ressources naturelles de l'Arrondissement de Sibassor (**FEGERAS**) helps women entrepreneurs involved in poultry farming. With USAID/PCE support, 300 women benefited from trainings in poultry farming practices, a distribution of roosters to improve genetics as well as basic feeding equipment. In addition, FEGERAS conducted sanitation program, which involved the vaccination program for 13,000 chicken and sanitation of 250 henhouses. In 2011 the program covered 107 400 birds vaccinated against New Castle disease and the sanitation of 796 henhouses. USAID/PCE further supported the association in establishing a marketing point for the sale of live birds. Over program implementation, FEGERAS monthly poultry sales doubled from 6 to 12 million FCFA.
 - Association des Aviculteurs de Saint – Louis (**AASL**). USAID/PCE supported AASL in a program to consolidate poultry products through women's small enterprise. With USAID support AASL reached 43 poultry producers with training related to good feeding practices, hygiene, HACCP standards and procedures, and business management. The group of producers sold 17 tons of poultry with a commercial value of 26 million CFA. AASL benefited from USAID support to acquire a depluming device and bleeding trough.
 - USAID/PCE supported a small scale poultry processing and retail marketing initiative by Coopérative Avicole de Kaolack (**CAK**). The project established two pilot poultry meat retail outlets and processing units. 27 cooperative members were trained in slaughtering and processing techniques to produce pre-packed chicken parts. Over 7 months, sales in Kaolack amounted to 73 tons and 114 million CFA. The CAK project has now been taken up as a regional pilot site by USAID/EATP who will pursue training and support the Cooperative in improving its hygiene practices.

Dairy

- **Value chain study:** In FY2011, a study was commissioned by USAID/PCE in collaboration with the Ministry of Livestock to evaluate a milk collection scheme in the Louga region in Northern Senegal. The study titled, *Étude d'opportunités d'affaires dans la collecte de lait dans la zone de Dahra/ Région de Louga*, confirmed the existence of a potential for 404,000 litres of milk which is under-developed due to inefficient collection linkages, a low level of organization of dairy farmers and an aged infrastructure left behind by a former Nestlé initiative. The opportunity will be promoted by the Ministry of livestock with financial and development partners.
- **Small scale milk production:** At the onset of the program in 2009/2010, USAID/PCE conducted a series of pilot interventions with small scale milk producer groups. These activities involved the training of 16 milk producer groups in forage harvest and feed formulation methods as well as training of farmers in hygiene and quality management. The project also supported the cost-shared creation of pilot collection points, construction of improved stable and forage storage demonstration units, distribution of milk collection containers and milk testing kits, as well as the introduction of bicycles adapted to milk collection.

- **Technical and marketing support to dairy processors:** USAID/PCE supported four dairies in the improvement of their operations, raw material sourcing and quality management issues and the marketing of their products.
 - **Laiterie Du Berger (Dolima** branded yogurts) is based in Richard Toll in the SRV. USAID/PCE supported LDB in improving its financial management, the diversification of its products and the reduction of its logistical and energy costs through the support of the acquisition of a refrigerated trailer and a technical audit of its supply chain and processing plan which proposed several key recommendations. Finally USAID/PCE helped LDB source and develop rice bran distribution to its client farmers to streamline dry season milk supply shortages. USAID/PCE support has helped LDB increase its volume of milk sourced and processed in 2011 by 28% over 2010 (80 tons in May and a forecast of 939 tons for 2011) and led to significant cost reductions.
 - **PASTAGRI**, based in the Niayes region and main supplier to SIAGRO/KIRENE (**Candia** UHT milk), USAID/PCE supported this firm to improve its animal feed and forage regimen, tighten its financial management, training in best hygiene practices and traceability.
 - GIE « **LE FERMIER** » and GIE “**BILAAME**” are both Kolda based production units that source milk from smallholder farmers. For both firms, USAID/PCE has facilitated a series of trainings and improvements to the production and marketing operations to help them position themselves on the regional market. Trainings covered quality management, hygiene, milk and cheese fabrication. Trainings were paired with the acquisition of testing equipment and supplies as well as pilot production equipment. Marketing wise, the project supported both firms to acquire branded quality packaging and motorized tricycles for product delivery. Sharp year on year monthly sales increases reached 50% for Le Fermier and 25% for Bilaame once the new product lines began distribution.

SMALL GRANTS

In FY2011 USAID/PCE continued to pursue implementation of the block of small grants that were approved in FY 2010. Recall that the small grants open tender specified that the major theme of proposals should be on technical and technological innovations. The small grants (all funded through Task Order 5) are associated with rice, maize, banana and mango value chains (see table on following page for summary of status of each grant).

In summary, the following technologies are being supported through the small grants effort:

- Rainfed rice: rice husking machines and a rice seeder
- Irrigated rice: a biofuel generator driven by rice husk waste (Richard Toll)
- Banana: in-vitro plantlets, hothouse, tractor and irrigation
- Maize: processing units to generate infant formula
- Fruit and cereal: development of packaging for a cereal bar

In addition to the above, USAID/PCE worked on developing and launching one new grant in 2011 linked to efforts of the Capital Access team. In July 2011, a mutual guarantee cooperative lending scheme, an SCMA in French, was created in the Senegal River valley. The SCMA represents an important project innovation to boost agriculture lending. The SCMA is a mechanism for creating a joint-risk credit guarantee among eligible members who choose to join the structure. Members pay a fee to join and those fees help to offset the risk of non-reimbursement among members. It is particularly useful in reducing the costs of lending and borrowing for short-term loans and does not require any direct collateral on the part of individual members. The SCMA was launched with a USAID/PCE grant of 25 million CFA in collaboration with MEC DELTA, a micro-finance institution, the Association Solidaire du Delta (ASDEL), and PINORD. The membership fees and USAID's contribution serve to establish an escrow account to cover any loan defaults. MEC DELTA will lend up to 3 times the value of the escrow account.

It is expected that most of the small grants will be finalized by the end of the second quarter of FY2012. A small-grants communications and lessons learned event will be organized in the third or fourth quarter.

Looking forward, the PCE team does not envision launching another tender for small grants. The focus will instead turn to identifying opportunities for grants for materials, equipment or mini-storage linked to opportunities in our priority value chains, although the PCE team will be seeking where possible to encourage and facilitate private financing arrangements including development of business plans to secure loans from MFIs and banks.

TABLE 6 – SMALL GRANTS UPDATE

Promoter	Project Title	Total Cost		Grant Amount		Total Disbursements	Activities and results
		FCFA	US\$	FCFA	US\$		
GIE de Nguéne II	Support for improving the productivity of quality organic banana	38 160 000	73 385	26 662 000	51 273	11 921 000	<ul style="list-style-type: none"> • 10000 in-vitro plantlets purchased and planted by the producers members for an area of 5 ha; • A tractor acquired by the Groupement for banana primary transport and banana quality improvement; • A new technology introduced in the area and applied by producers; • An Institutional Diagnosis for the GIE and a feasibility Study for the project validated; • Studies for the irrigation system have been conducted.
EM Seeds and Technologies (EST)	Promotion of organic inputs for banana	17 330 000	33 326	13 542 000	26 042	5 517 920	<ul style="list-style-type: none"> • A Hothouse for plantlets acclimatization (with a capacity of 10 000 plantlets) built; • 5 producers interested to compost distribution have been trained and receive products for starting activity. Compost production and distribution is ongoing with the support of EST team; • 65 producers trained in organic inputs and are using techniques and new products.
Comité Villageois de Développement de Mampatim Sud Est et GIE Douwa Diaby	Improving rainfed lowland rice in Mampatim and Bagadadji	12 962 000	24 962	9 106 000	17 511	8 196 000	<ul style="list-style-type: none"> • 28 women trained in rice intensive production techniques; • 10 ha planted with Sahel 159 and 134 varieties produced 22,627 T of rice for yields of more than 2 T /ha; • A workshop for upland rice constraints analysis organized for 100 producers; • An exchange visit organized for 80 producers • Two rice husking machines received by women; • A film about this experience and a best practices manual are in production.

Promoter	Project Title	Total Cost		Grant Amount		Total Disbursements	Activities and results
		FCFA	US\$	FCFA	US\$		
Coumba Nor Thiam SUARL	Support for the experimentation of a unit for electricity production from rice husks	158 862 020	305 504	37 993 200	73 064	20 913 540	<ul style="list-style-type: none"> The power generator from rice husks has been implemented and started production. The unit allows a production of 70 kwh of energy for the supply of all the rice mill; The team involved in the production process (5 pers.) recruited and trained.
GIE Agriculture et Technologies AGRITECH	Optimization of fertilizer use on irrigated rice by the technology of Urea Deep Placement					0	Grants Agreement cancelled
Générale d'Investissement et de Commerce GIC	Support for the implementation of a traceability management system for organic sorghum certification	17 100 000	36,000	10 440 000	21 978	0	Grants Agreement cancelled. Activity supported through a purchase order rather than a grant.
GIE N'SAMM	Support for increasing supply of quality infant flour	14 570 000	31 266	9 200 000	19 742	Disbursements began in October 2011	<ul style="list-style-type: none"> A Consultant for supporting processing units in their upgrading has been selected by the promoters A diagnosis conducted for the three processor units; 21 women trained in best practices for infant flour production.
Ets Keur Yaye Aby Ndao		11 421 000	24 508	7 775 000	16 585		
GIE Xaritu Xaleyi		13 650 000	29 292	9 775 000	20 976		
Baobab des Saveurs	Launching of a cereal bar made from local products	11 301 280	24 251	7 500 000	16 094	612 000	<ul style="list-style-type: none"> The conception of packaging for cereal bar is ongoing; Products analysis are ongoing;
Hydro Bati Mec	Conception and test of a rainfed rice seeder for increasing rice productivity	15 978 700	34 289	11 043 700	23 698		<ul style="list-style-type: none"> ISRA is conducting tests for the machine; 35 seeders produced and delivered to producer accompanied by PCE partners in Kolda, Sédhiou, Kaolack, Tamba, Ziguinchor regions; 70 producers are using the new seeder for the

Promoter	Project Title	Total Cost		Grant Amount		Total Disbursements	Activities and results
		FCFA	US\$	FCFA	US\$		
							present campaign.
Mutuelle d'Epargne et de Crédit du Delta (MEC DELTA) / Action Solidaire du Delta (ASDEL)	Agricultural Mutual Guarantee Company creation	21 300 000	44,191	20 000 000	41 491		<ul style="list-style-type: none"> The company was formally created and a grant agreement signed.
TOTAL		332 635 000	616 831	163 036 900	287 008	47 160 460	

ENVIRONMENTAL MITIGATION AND MONITORING

Many of the activities foreseen as part of the PCE, including studies, research, policy dialogue and reform, capacity building and institutional strengthening, all key to lasting impact in the food security/agriculture sector, were determined to be “categorical exclusions,” which by definition do not have an impact on the environment or on the local population. They can and are proceeding without further direct compliance measures.

However, in preparing the amendment to the SO 11 IEE, USAID issued a “negative determination with conditions” per 22CFR216.3(a)(2)(iii) for the following activities linked to the GFSR, and thus to the PCE scope of work under Task Order 5:

- Irrigation and support to increased efficiency in existing irrigated areas
- Support to improved rainfed agricultural practices
- The multiplication and distribution of seeds of staple food crops
- The increased use of organic and inorganic fertilizer
- Improving farm to market roads
- Construction of food storage warehouses and cold storage facilities
- Activities supporting the development of entrepreneurial capabilities and/or small to medium-scale enterprise developments for the private sector and farmer associations.

The following paragraphs relate the status of USAID/PCE activities under Task Order 5 (GFSR) that were identified in the project Environmental Mitigation and Monitoring Plan (EMMP) and for which specific measures were identified.

Small scale irrigation : USAID/PCE did not engage in the development of irrigation schemes for small holder farmers in FY 11. Rather, the project collaborates with smallholders and other farmers involved in public irrigations schemes in the Senegal River Valley that are monitored by SAED which has been mandated by the Government of Senegal to oversee the irrigation network’s management and expansion according to environmental norms. Project sponsored trainings to irrigated rice producers have been consistent with the irrigation guidelines set forth by SAED.

Genetically modified organisms : USAID/PCE does not work with GMOs. The project works to improve farmer access to non-GMO certified seeds of productive varieties of cereals adapted to Senegal’s climate. Specifically, the project has supported Senegal’s seed sector in the multiplication and distribution of improved rice (AfricaRice varieties Sahel 177, 308, 309 and NERICA), maize (principally Early Thai), millet and sorghum varieties that have been duly approved by the national research body ISRA, in accordance with the national seed legislation. PCE’s maize program has involved the sourcing by farmer networks of maize hybrids by local agri-dealers imported through government certified import channels.

Fertilizer : USAID/PCE supports value chain networks where lead consolidators provide fertilizer sourcing, distribution and financing services to a wide base of farmers. The network procurement plan, distribution to farmers and field application of fertilizer is performed according to the guidelines set by ISRA and conveyed by the extension agency ANCAR for the soil types found in the various ecological zones. All fertilizer procured directly by USAID/PCE for use in field demonstration sites implemented in FY2011 across the rice, maize and millet value chains has been selected in accordance with technical recommendations by ISRA and has obtained prior approval by USAID.

Small scale construction : Small-scale construction activities of PCE are limited to seed laboratories and small-size warehouses. EMMP contains the checklist of measures that PCE applies to small-scale construction activity. The most recent construction activity for a seed lab in Richard Toll had an imprint of less than 10,000 square feet and the project therefore applied the measures foreseen in the EMMP for monitoring and attenuating any impacts. It is important to note here that the site was within a Ministry

compound where there are numerous buildings and a high degree of disturbance of the natural environment.

Pesticides : USAID/PCE does not procure pesticides. Pesticide application recommendations to farmers included in PCE/USAID funded documentation reflect the PERSUAP guidelines. The project does not recommend specific pesticides to farmers. Project sponsored training tools (documents, posters, radio broadcast content, videos and slideshows) incorporate the development of IPM skills such as good field sanitation and surveillance, use of certified seeds free of weeds, manual weeding, conservation farming, mulching, fertilizing, good water and soil management.

TASK ORDER 6 RESULTS BY COMPONENT

BUSINESS DEVELOPMENT SERVICES/VALUE CHAINS

The Business Development Services (BDS) component of TO6 constitutes an extension of activities on a number of value chains initiated between 2006 and 2008 under previous SAGIC task orders. Given the resource constraints for TO6, and the need to capitalize on previous work, the PCE consortium undertook a rapid analysis and proposed to USAID five value chains for future work: organic sorghum, mango, banana, sesame and bissap. There also remain a small number of “wrap-up” activities on cashew that are linked to initiatives begun through Task Orders 1 and 4. The BDS component approach under TO6 is focused on getting farmer networks sustainably connected to market growth opportunities. The initiatives receiving USAID/PCE support under TO6 are designed to optimize linkages along the supply chain to create a compelling value proposition to end buyers: market development and investment partnerships, farmer network development and capacity building, post harvest practices and infrastructure, supply chain and quality management systems.

Following USAID’s decision to cease funding of TO6, a close-out plan was devised to bring ongoing BDS activities and partnerships to an orderly and sustainable transition. Activities programmed for the Casamance mango and the Bissap value chains were dropped altogether and the initiatives in organic sorghum, sesame and banana were adjusted in scope to ensure a successful conclusion and transition to private ownership and/or other sponsors.

ORGANIC SORGHUM

The organic sorghum program is based on the opportunity that emerged from an initiative of the Norwegian farmer cooperative, FKRA, to source its animal feed needs from West African countries. USAID/PCE seized on this opportunity to work with FKRA at a pilot scale in 2010 (200 tons). The success of that program (including certification of the product), led to a renewed and scaled up collaboration in FY11 to consolidate 2,000 tons of organic sorghum to be delivered at the term of the 2011 rain season harvest, in March 2012.

The organic sorghum sourced by FKRA is to be processed into organic poultry feed to supply its client producers of organic poultry meat. Senegal is attractive to FKRA as a viable source of organic sorghum for the following reasons: imports from developing countries like Senegal are tax free; FKRA already imports wheat bran and peanut cake from Senegalese agro-processing firms and therefore already has access to viable logistics out of Dakar, Kaolack and Ziguinchor.

At the end of FY2011, the following activities were conducted to prepare the harvest and delivery of 2,000 tons of organic sorghum in March 2012:

- **Order contract:** USAID/PCE facilitated the signature of supply contracts for organic sorghum between FKRA and 6 farmer groups involved in the program, pooling together the production of more than 5,000 farmers. The six contracts combined represent 2,000T of sorghum that will be placed under a common organic certificate managed by a lead Senegalese firm, GIC.
- **Traceability system:** 25 GPS units were distributed to 6 network partners and three computer stations were provided by USAID/PCE to those farmer networks not yet equipped with a microcomputer. Technical training was provided to 25 network agents (network database managers and field supervisors) on georeferenced data collection, mapping, and database development. Technical assistance was provided by USAID/PCE database specialist for the design of the database traceability tables. Network databases connected to the internet through ADSL or 3G connections, also integrate cloud computing technology through a file sharing application (DropBox).

- **Farmer training:** The program ensured training of the farmer base inorganic fertilizer (bio-ferti), conservation farming and mechanization of land preparation (MACTRAC). Field trainings were supported by the design and printing of 5,000 posters on organic sorghum culture requirements. The content of the posters was produced in partnership with NCBA/CLUSA, PRODIAKT, USDA, and AFRICARE. Producers' organizations received and disseminated the posters as training tools
- **Certification process:** The mandate of certification body ECOCERT who carried out the initial audit during the 2010 trial season was renewed for the FY2011 season. USAID/PCE supports GIC for the cost of certification for the current year with the understanding that provisions must be made by the consolidator and networks to fund next year's program. A pre-audit was carried out by the ECOCERT certification agent at the end of August 2011. The follow-up inspection is expected in December.
- **Post harvest and export logistics:** USAID/PCE and FKRA worked to develop a fumigation process that is compatible with organic certification. The program worked with Air Liquide to implement the CO2 fumigation protocol used in other countries such as Argentina.

SESAME

Sesame is a significant export opportunity for Senegal, but it has yet to be fully captured due to a lack of organization of the underlying smallholder supply chains. Export-traders rely on ad hoc sourcing, which predictably results into low quality output, unmet commitments, side selling, shoddy harvesting, and bagging of heterogeneous seeds mixed with foreign matter. USAID/PCE has sought to engage several of the country's active sesame traders, and associated farmer groups, into developing a traceable and structured supply system, linked to a commercial credit facility similar to the one developed for maize. Regional buyer and processor ANI (African Natural Ingredients), based in Thies and sourcing in the sub-region, agreed along with 4 regional farmer groups, to a program leading to the marketing of 500T of Sesame in a structured way. Activities carried out were the following:

- **Improved seeds:** In FY2009-10, USAID/PCE partnered with local seed company Tropicasem and commissioned ISRA to produce 700 kg of sesame foundation seeds on 1 ha with 3 varieties: Jargon, 32 15 and PRIMOCA. In FY 11, USAID/PCE supported Tropicasem to contract with ISRA the further multiplication (5 ha) of registered seeds of the white Jargon variety under irrigation at the ISRA Fanaye station from available foundation seed previously sorted for color. The production of 2T of seed was delivered and conditioned by Tropicasem in time for the distribution to program farmers.
- **Value chain network:** USAID/PCE partner African Natural Ingredient (ANI) has set up a sesame collection network with an objective of 500 tons with 1000 producers in 18 villages between Kafrine, Kougheul and Tambacounda. Field agents collected farmer information from the various networks and produced a Network database including the geo-referencing of village communities involved in the program.
- **Training:** A field training program involved the training of ANI network field agents: 04 zone managers and 08 technicians of the Ndoucoumane-niaani's network to Kaolack. Thirty (30) demonstration sites were set up to show best practices and 1,500 mini posters on sesame culture best practices were presented to the farmers in partnership with ANI.
- **Post harvest:** USAID/PCE supported the acquisition by the four farmer networks of a total of 10 seed cleaning units which were developed in Burkina Faso.
- **Commercial credit facility:** Credit was allocated to producer groups for the collection of Sesame with the support of ACEP, a micro-finance institution, with a guarantee deposit from ANI. The credit is still being negotiated with the support of USAID/PCE's Capital Access team.

- **Transition:** USAID/PCE is sharing information on the program with the IFAD funded PAFA project. PAFA has a Sesame component and intends to pursue the reinforcement and expansion of the sesame value chain networks beyond the closing of the current season.

BANANA

USAID/PCE's objective under this program is to support farmer groups to structure their networks and prepare their integration into more structured and quality based marketing arrangements, preparing an upward transition to organic or fair trade certified exports. Activities carried out in banana target the Tambacounda and Kolda clusters. The objective has been to first generate a clear map and profiling of the existing banana perimeters which can be used in the assessment of a smallholder based export program. Secondly, the project is pursuing support and demonstration of improved production practices compatible with the production of export grade product. Finally, the program will assist local groups to negotiate commercial partnerships with local or export-oriented entities.

- **Partnership:** USAID/PCE met with Agrofair (Netherlands) and VECO to establish an investment partnership with APROVAG for 100 ha of organic bananas and a sourcing network from farmers in the Tambacounda region. An Agrofair technical resource person has visited the production zones with the support of USAID/PCE's banana value chain manager and prepared a business plan detailing the project. Under his recommendation, USAID/PCE agreed to have the VC manager be positioned at Aprovag for the remainder of the TO6 duration, at the end of which he is to be hired as an Agrofair local staff to coordinate the project's development. The project has been presented for financing under a Dutch facility and an evaluation mission is due in Senegal in mid-November.
- **Database development:** Data collection has been completed for a detailed map of existing perimeters as well as the location and characterization of main national buyers and wholesalers' consolidation and distribution points (including cold storage network characterization). This map will be completed and handed over to APROVAG in collaboration with the World Bank program PDMAS who is also producing detailed GIS maps for the mango industry and is well advanced in the development of such traceability products.
- **Production technology:** Through its grants, USAID/PCE supported the establishment of a finishing facility for tissue culture planting material. From this project, sets of field demonstrations were established and test plots harvested established with "vitroplants" yielded per bunch averages of 32 Kg which represents nearly 60 T per ha and is more than double the highest yields achieved in the zone.
- **Post harvest technology:** As part of the collaboration with APROVAG, Agrofair, VECO and PDMAS, the USAID/PCE VC manager is coordinating a post harvest technology introduction program launched following the mission in Peru by APROVAG Staff funded by VECO to visit post harvest technology with low cost. PDMAS is to fund complementary equipment purchases as well as the construction of 2 additional packhouses to the one to be completed shortly.

MANGO

The Casamance mango initiative initially proposed was cancelled as soon as IRG received word of the early closure of TO6. Plans to recruit a coordinator for the program were shelved and no substantial activities took place. However the program did complete its support to Hortica, a locally based mango exporter, for the purchase and installation of a modern mango grading and packing line which will provide an export facility with a capacity of 2,000T that is accessible to mangoes sourced from the Southern half of the country, including Casamance. The equipment has been delivered and the installation is to be completed by Q1 FY2012. It will be operational for the 2012 export season.

The PCE team will coordinate with USAID to identify an appropriate time for holding a "launching" event of the new grading and packing line, most likely in 2012 to align with the next mango season.

HIBISCUS (BISSAP)

The bissap export value chain was initially included as part of the TO6 program. However due to the shortage of funds and an early closeout, it was decided to disengage as quickly as possible. Thus, work on Bissap activities in FY2011 only covered a 4-month period. USAID/PCE focused its efforts on concluding its support for seed improvement with partner firm Tropicasem and three supported farmer networks: Agricola, Caritas and ASNAPP. The seed program yielded 76 kg of foundation seed and 500 kg of certified seed to be distributed to 5,000 women farmers of the ASNAPP network.

CASHEW

Cashew was one of the primary value chains supported through the USAID/PCE since 2006 through Task Order 1. The value chain was deemed to have reached a high degree of success over the years and so the priority for USAID/PCE was to proceed with an orderly close-out, including a review of activities undertaken. This involved the following activities carried out with farmer groups who partnered with the project in the improvement of harvested quality and introduction of improved cashew varieties through the development of nurseries :

- The follow-up with exporters on the 2011 harvest season results indicated exports of 37,433 T by Senegalese registered exporters transiting through Ziguinchor. This strong result represented a return to the 2009 export level of 38,200 T following a severe dip to only 14,700 T in 2010. Of the harvested amount, 17T were processed locally. Collectors reported a clear improvement of nut quality which they attribute to trainings carried out in the zone under SAGIC.
- Support by USAID/PCE to partner farmer associations to hold pre-season buyer/farmer meetings helped firm-up prices and resulted in increased farmer income, with peak market prices among surveyed farmer groups reaching 575 FCA per kg.
- The nursery program was closed out with the six partner nurseries reporting a total of 8,313 seedlings available, of which 1,882 were produced using the grafting method. To date 1,800 have been sold to local farmers. The CIDA funded PADEC program has taken up cashew nurseries as part of its set of activities and are currently sponsoring a nursery in Kolda.

In FY2011, USAID/PCE also sponsored a technical study for the replacement of the Ziguinchor port weighbridge. The resulting technical specifications have been transferred to the Ziguinchor Chamber of Commerce to be included in the larger program being sponsored by the World Bank, the European Union and other donors for the renovation of the Ziguinchor port facility.

POLICY REFORMS

The policy reform component of Task Order 6 is focused on supporting the efforts of the government of Senegal and of private sector to significantly improve the business environment and thereby contribute towards the goals of the Accelerated Growth Strategy. The PCE team has structured the policy reform component around two closely related sub-components. The first sub-component focuses on supporting the policy reform agenda that is closely linked to *Doing Business* indicators. The other sub-component targets **competitiveness** issues more generally including institutional and analytical needs.

DOING BUSINESS

During the Fiscal Year, the PCE team was able to respond to a request for rapid assistance from APIX to help prepare an updated analysis of progress of reforms against *Doing Business* indicators and to help

APIX to prepare its submission to the World Bank. A 4-person team of international and national consultants worked with APIX and with the CPI working groups to undertake a review between April and June to assess the performance of Senegal against 7 DB indicators and to formulate key measures to improve its rankings in the short term (DB 2012) as well as over a 3-year period.

COMPETITIVENESS

The Fiscal Year corresponded with the finalization and publication of Senegal National Competitiveness (SNCR) 2011, a process that began in 2009 and involved extensive capacity building and technical assistance to the Ministry of Finance. Five hundred copies of the SNCR were printed (in French) along with 500 copies on CD-ROM.

As part of the strategy to stimulate national dialogue on competitiveness, the SNCR findings were rolled out via a series of thematic workshops involving a broad range of individuals from public, private and academic institutions, who were asked to formulate solutions to bolster Senegal's competitiveness position, attract more investment and increase growth. Working groups formulated proposed actions and solutions related to the legal and regulatory environment, human resources, infrastructure, exports, investment and financing systems.

Unfortunately, the plans to hold a national Forum on Competitiveness (where the working group recommendations would be the subject of discussion) did not come to fruition during this Fiscal Year for reasons beyond the project's control. The Ministry of Finance is still interested in holding such a Forum and USAID/PCE will seek to work with the Ministry and USAID to try and lock in dates before the end of 2011.

CLOSE-OUT AND 2012 ACTIVITIES

On June 21st, USAID informed IRG that due to a lack of funds, that TO6 will need to close down early. Activities in FY 2012 are expected to be limited with a wrap-up no later than April 2012. Proposed activities include training on competitiveness analytics for Ministry of Finance personnel and academia, trainings and dialogue events with civil society around the status of reforms to improve Doing Business indicator rankings, and, finally, two events focused on competitiveness and business-to-business exchanges for the rice and maize value chains. This last activity will ensure a strong link between the broader issues of competitiveness in Senegal with the more focused concerns and specific opportunities for building competitiveness and market share for both rice and maize.

TABLE 6 – POLICY REFORMS ACHIEVEMENTS AND 2012 GOALS

Activities	Achievements	FY 2012 Goals
Improving DB rankings for 2012	<ul style="list-style-type: none"> Senegal’s Doing Business Case main inputs to showcase key performance milestones on identified indicators is prepared and finalized for the Doing Business Committee through USAID/PCE assistance by a Booz Allen team paired with a local consultant 	<ul style="list-style-type: none"> Reinforce sensitization of public and private actors on the DB methodology and DB indicators driven specific action plans
DB 2011-2014 Strategic Plan	<ul style="list-style-type: none"> A Medium to long term plan to improve performance of 7 DB indicators by a detailed process of analysis planning, and implementation of reforms or measures An action plan to coach the public administration into a better appropriation and implementation of reforms has been finalized 	No further activities are planned given the lack of funds and early closure notification for TO6
<p>National competitiveness reporting and dialogue</p> <ul style="list-style-type: none"> Roll-Out/ Facilitation of Dialogue of SNCR 2011 report <p>Series of thematic workshops to stimulate dialogue on competitiveness issues and identification of solutions to business competitiveness challenges</p>	<ul style="list-style-type: none"> Finalization of SNCR production Mobilization of the authorities, private sector, civil society and press around a dialogue on SNCR 2011 results Achieve wide dissemination and discussion of SNCR 2011 results to prompt public and private sector initiatives on competitiveness issues 	<ul style="list-style-type: none"> The SNCR 2011 results are discussed at the 2011 investment Presidential Council The first National Forum on Competitiveness is organized A program of capacity building to forge competitiveness report elaboration skills is addressed for the private and public stakeholders SNCR results and DB methodology is applied to the Agriculture sector and discussed around thematic events on USAID/PCE priority value chains

N°	INTITULE DES INDICATEURS	DEFINITION	TYPE	UNIT	BASELINE	FREQUENCY	TARGET	
							FY11	FY12
1	<i># of policy reforms implemented</i>	The CPI and the reforms national steering committee monitor the implementation of policy reforms until their complete achievement on the ground	Outcome	Number	0	Annually	0	1
2	<i># of assesments conducted as result of USG assistance</i>	Studies and analytical work completed on competitiveness issues and Doing Business Indicators	Output		0	Quarterly	6	0
3	<i># of DB indicators where Senegal has improved performance (# of procedures/# of days/cost) through USG assistance</i>	Monitoring improvement of DB indicators performance from 1 year to next	Outcome		0	Annually	2	3
4	<i># of public private dialogue sessions undertaken as a result of USG Assistance</i>	Official Public private gatherings to discuss issues related to competitiveness, policy reforms, and Doing Business indicators	Output		0		11	6
5	<i># of institutions / organizations undertaking capacity / competency strengthening as a result of USG assistance</i>	Number of institutions/organizations making significant improvements in capacity/competency strengthening in the areas of competitiveness analytics and Doing Business Indicators. Dissagregated in training and systems	Outcome		0		2	15
6	<i># Training sessions conducted as a result of USG assistance</i>	Number of training sessions to reinforce the capacity of public and private officials on Doing Business indicators and competitiveness issues	Output		0			10

N°	INTITULE DES INDICATEURS	DEFINITION	TYPE	UNIT	BASELINE	FREQUENCY	TARGET	
							FY11	FY12
7	<i>Organization of a large competitiveness venue as a result of USG assistance</i>	The competitiveness venue refers to a National Forum on Competitiveness or any other similar venue	<i>Output</i>	Number	0		1	1

ANNEX 1 – PCE SUCCESS STORIES

On the following pages IRG and its partners are pleased to present 7 PCE success stories from FY 2010. These stories highlight important achievements across the project's components and at various levels, but with an emphasis on those who matter most – the producers, households and firms that are on the front lines of Senegal's agricultural development.

Programme de production de riz variétés aromatiques pour répondre à la demande du marché local

Contexte

Le riz constitue la céréale la plus prisée dans l'alimentation des populations sénégalaises. Il représente 34% du volume de la consommation céréalière nationale et compte pour 54 % des céréales consommées en milieu urbain et 24% en milieu rural. La production nationale est loin de couvrir la demande intérieure avec pour conséquence des importations annuelles d'environ 600 000 tonnes qui représentent des pertes en devises.

Une tendance se dessine : la percée du riz aromatique dans les habitudes des citoyens sénégalais. Ce regain d'intérêt pour le riz parfumé montre à quel point, l'homologation des nouvelles variétés de riz aromatiques ouvrent d'intéressantes perspectives pour le riz local

Programme USAID/PCE



Visite à Podor d'une parcelle de production de semences de variétés aromatiques

L'Union Nationale des Interprofessions Semenciers (UNIS) est spécialisée dans la production, la collecte, le conditionnement et la commercialisation de semences de riz certifiées. Elle compte 38 organisations soit plus de 40 000 producteurs.

USAID/PCE en partenariat avec l'UNIS a mis en œuvre un programme de production de semences de riz aromatiques dans la Vallée au Nord du Sénégal pendant la contre saison chaude. Il s'agit de répondre à la demande des consommateurs sénégalais pour le riz parfumé. Dans le cadre de ce programme, l'UNIS a emblavé 25 hectares qui ont produit 29 tonnes de semences de variétés aromatiques.

A partir de ces semences, USAID/PCE a développé un programme pilote de production de variétés aromatiques sur 240 hectares avec 11 réseaux de producteurs pour une production estimée à 1 440 tonnes. Les producteurs ont ainsi accès à des semences de variétés aromatiques certifiées pour la production commerciale.

Le Groupe d'Investissements et de Commercialisation des Produits Agricoles (Gicopa) est membre du programme pilote. Gicopa est spécialisé dans la production, la transformation du riz et la valorisation de la paille de riz pour le bétail.

Oumar Guèye, Président de Gicopa : *« C'est la première fois que l'on produit du riz aromatique. Le riz parfumé importé est aimé par les Sénégalais, c'est pour cette raison que nous avons essayé le programme test. Nous avons emblavé 20 hectares avec 9 producteurs. Nos prévisions de récolte sont d'environ 6 tonnes/hectare soit 120 tonnes. Nous possédons une unité de transformation pour décortiquer et vendre le riz. La production sera vendue sous le label Gicopa à 14 000 Fcfa le sac de 50 kg. Ce prix est compétitif car le riz parfumé importé est vendu à 17 000 Fcfa le sac de 50 kg. L'argent que je vais tirer de cette vente, je compte le réinvestir dans la production car si cet essai est concluant, je compte emblaver 100 ha et engager 50 producteurs. C'est le résultat de ce programme test qui va déterminer nos prévisions pour l'année prochaine. Nous allons comparer le rendement et sa tolérance à l'égrenage du riz aromatique par rapport au riz non parfumé.*

L'initiative de USAID/PCE est à saluer car cela nous permettra de faire des marges sur un produit qui est aimé par le marché.»

Perspectives

Si ces nouvelles variétés aromatiques réussissent une percée, le riz local parviendrait certainement à gagner des parts de marchés sur le riz importé. A ce titre, USAID/PCE a prévu des études de consommation, la mise en œuvre d'un programme de promotion de ces nouvelles variétés aromatiques et l'appui au développement de marque de riz local aromatique.

L'objectif de USAID/PCE est de produire 20 000 tonnes de riz aromatique d'ici 2013.

Le riz local pour la sécurité alimentaire, la balle de riz pour l'autonomie en énergie électrique

La Vallée du fleuve Sénégal produit 330 000 tonnes de paddy annuellement. Après le décortiquage du paddy, le riz est récupéré et le son de riz est destiné à l'alimentation animale. Le résidu qui constitue la balle de riz correspond à 100 000 tonnes qui sont jetées ou brûlées à l'air libre causant un impact négatif sur l'environnement.

CNT SUARL est l'une des plus importantes rizeries de la Vallée qui transforme plus de 5 000 t de paddy par an. L'entreprise intervient également dans la consolidation de l'offre de paddy par un financement des intrants pour plus de 1 000 producteurs sur des superficies de plus de 3 000 ha.



CNT SUARL a mis en place une unité de production d'énergie électrique à partir de la balle de riz pour alimenter ses installations. La technique consiste à générer de l'énergie par pyrolyse grâce à la combustion incomplète de la balle de riz. Le gaz produit approvisionne les groupes électrogènes qui produisent de l'énergie.

CNT SUARL a bénéficié d'une subvention de USAID/PCE pour la maîtrise de la technologie et sa diffusion dans les autres rizeries. Cet appui entre dans le cadre de la stratégie USAID/PCE d'accroître la compétitivité du riz local en réduisant ses coûts de transformation et en augmentant sa valeur ajoutée.

L'appui de USAID/PCE permet à CNT SUARL de traiter environ 20 tonnes de balles de riz par mois. L'unité approvisionne la rizerie ainsi que les installations annexes et couvre au moins 83% des besoins de l'usine. CNT SUARL est ainsi autonome sur le plan énergétique avec une production électrique qui tourne autour de 65 kw/h pour environ 10h de fonctionnement par jour. L'entreprise a pu effectuer des économies qui se montent à 1 200 000 Fcfa par mois sur les factures payées à la Société Nationale d'Electricité (SENELEC).

La technologie développée par CNT SUARL constitue une innovation qui devrait avoir un impact environnemental certain et aussi permettre une réduction des coûts d'usinage et une amélioration de la compétitivité du riz local.



Ibrahim Sall, Directeur de CNT SUARL: « USAID/PCE a appuyé CNT financièrement pour l'installation de l'usine mais aussi pour le transport du matériel de Dakar à Rosso. L'usine n'aurait jamais vu le jour sans cet appui car CNT ne pouvait pas supporter seule, toutes les charges financières inhérentes à la mise en place de cette unité de production. Aujourd'hui, nous sommes plus ou moins autonome sur le plan énergétique, nous utilisons l'électricité de la Senelec uniquement lorsque l'usine n'est pas en production. Il s'agit d'une innovation de taille»

Programme de production de maïs commercial pour réduire les importations

Contexte

La production nationale du maïs en 2010 est de 153 000 tonnes (enquête Daps). Malgré la production importante, le Sénégal importe 109 000 tonnes de maïs par an pour une valeur de 12 milliards 230 millions/an (source ANSD, 2010). Le maïs représente 60% des besoins en matières premières de l'alimentation animale (source CNA, 2007). La demande en aliments de volaille et l'utilisation croissante de farine de maïs dans l'alimentation humaine notamment dans la préparation de bouillons ou les farines infantiles sont autant de facteurs qui justifient la hausse des importations de maïs.

Programme USAID/PCE

Le programme USAID/PCE a démarré en 2009 avec la mise en place d'un réseau de 675 producteurs qui ont emblavé 570 ha. La Sodefitex en sa qualité de consolidateur pionnier a signé des contrats avec les producteurs pour la livraison de 361 tonnes de maïs à Avisen pour une valeur de 48 millions Fcfa.

En 2010, USAID/PCE a élargi le réseau à 1 132 producteurs sur une superficie de 3 368 ha. La Sodefitex appuyée par la Soena ont signé des contrats avec les producteurs pour la livraison de 1 750 tonnes de maïs aux industriels Avisen, Chocosen, NMA et la Sedima pour une valeur de 245 millions Fcfa.

Le programme a généré des crédits intrants d'un montant d'environ 350 millions Fcfa auprès des institutions financières. A la commercialisation, les consolidateurs achètent la production et les revendent aux industriels comme stipulé dans les contrats signé entre les producteurs d'une part et les industriels d'autre part. Les montants sont versés par les consolidateurs dans les comptes ouverts par les producteurs. Les banques peuvent ainsi se faire rembourser les crédits accordés aux producteurs.

En 2011, le programme maïs a mobilisé 4 000 producteurs sur une superficie emblavée de 8 202 ha. Une prévision de production commerciale sous contrat de 10 000 tonnes a été signée entre les industriels Chocosen, Avisen, NMA, Sedima, les Moulins Sentenac et le réseau de consolidateurs à savoir Sodefitex, Soena, Sedab, Resopp, Groupe Tool Baye et Tamedou & fils. Ces contrats représentent une valeur d'environ 1 milliard 350 millions Fcfa.

Le programme a généré des crédits d'un montant d'environ 1 milliard 300 millions Fcfa auprès des institutions financières en 2011 pour l'achat d'intrants et de matériel agricole.

Impacts

Ramata Niassè, groupement de femmes de Taïba Niassène (Kaolack) : « *Je suis membre du groupement de Taïba Niassène qui comprend 150 femmes. Nous cultivons le maïs depuis 2000 mais avec nos moyens limités, nous ne pouvions emblaver que 15 ha. Depuis 2005, nous sommes appuyés par le Gie Tool Baye qui nous prête des terres, c'est ce qui nous a permis d'emblaver 100 ha. Nos rendements se situent entre 2 et 3 tonnes et nous vendons la tonne entre 125 000 Fcfa et 200 000 Fcfa. Cela dépend de la période de l'année où s'effectue la vente. Nous avons également accès aux crédits intrants avec la banque.*

Nous avons intégré le programme USAID/PCE en 2011, c'est un test que nous réalisons sur 100 ha. C'est la banque CNCAS qui nous a accordé des crédits intrants pour un montant de 23 500 Fcfa / ha. Nous remboursons le crédit après la vente puisque nous avons signé des contrats de vente à 135 Fcfa/kg.

L'argent que nous gagnons avec la vente du maïs nous permet d'acheter du ciment pour construire une maison ou pour terminer la construction, acheter des bœufs ou une jument qui pourra mettre bas avant la prochaine campagne agricole. Cet argent nous permet également d'appuyer financièrement nos enfants qui font du petit commerce de détail. »

Ousmane Baldé, producteur à Kolda, « J'ai toujours cultivé du maïs pour la consommation familiale, je garde une petite partie pour les semences. Je cultivais environ 4 ha pour un rendement de 2 tonnes. Je n'avais pas accès à des semences de bonne qualité. J'ai intégré le programme maïs de l'USAID en 2009, ce qui m'a permis d'augmenter progressivement les surfaces emblavées. En 2009, j'ai emblavé 7 ha et j'ai récolté 18 tonnes ce qui m'a permis de gagner 3 millions Fcfa. J'ai vendu toute ma récolte car j'avais du riz en réserve, c'est ce que l'on a consommé à la place du maïs. En 2010, j'ai réussi à cultiver 10 ha et j'ai récolté 25 tonnes dont 11 tonnes ont servi à la consommation de ma famille et j'ai vendu 14 tonnes à 2 600 000 Fcfa. Cette année, j'ai doublé la superficie pour atteindre 20 ha.

Ce partenariat m'a permis de bénéficier d'intrants, de semences de qualité et de matériel agricole. C'est le consolidateur qui nous fournit les intrants et les semences de qualité et nous remboursions après la vente. C'est grâce à ce programme que j'ai eu un compte à la banque CNCAS qui nous a donné un crédit intrants d'un montant de 2 millions pour cette campagne agricole. De plus, USAID m'a permis de cultiver du maïs hybride et d'avoir des rendements plus importants et de gagner plus d'argent pour construire ma maison et acheter des terrains à Velingara. J'ai également investi dans ma parcelle. »

Rame Sall, producteur à Porokhane (Kaolack) : « Je suis un ancien immigré qui est revenu au Sénégal en 2001 pour me consacrer à l'agriculture. L'agriculture c'est ma vocation, je cultive du maïs, de l'arachide, du mil, du sorgho et je fais également de la culture maraîchère. J'avais l'habitude de cultiver sur une superficie de 10 ha avec des rendements qui tournaient autour de 3 tonnes/ha pour le maïs ordinaire et 4 tonnes/ha pour le maïs hybride. Je vendais le kilo à 175 Fcfa. J'ai eu connaissance du programme de l'USAID en 2010 et grâce au prêt de 1 484 000 Fcfa de la banque j'ai pu accéder à des intrants et des semences de qualité qui m'ont permis d'emblaver 15 ha dont 4 ha de maïs hybride et 11 ha de maïs ordinaire. J'ai pu récolter 30 tonnes et j'ai vendu 22 tonnes aux consolidateurs Sodefîtex et la Soena. Le reste a servi à la consommation de la famille et j'en ai donné aux nécessiteux.

En 2011, j'ai obtenu un crédit intrants de la banque d'un montant de 7 millions Fcfa pour emblaver 22 ha dont 19 ha de maïs hybride, 1 ha de maïs ordinaire et j'ai testé une variété hybride sur 2 ha. Mes prévisions de récolte sont de 3 tonnes/ha. Ce programme m'a permis de venir en aide à des membres de ma famille qui cultivent dans mes parcelles. Ce programme a amélioré nos conditions de vie car nous pouvons subvenir à nos besoins comme l'achat de médicaments, envoyer nos enfants à l'école, acheter du riz. J'ai pu construire des maisons et les mettre en location. L'argent me permet aussi d'investir dans la culture maraîchère. Nous nous sommes également enrichis sur le plan de la connaissance car nous avons bénéficié de formations notamment sur la contractualisation. Ce programme nous permet non seulement de vendre avant la récolte mais lorsque nous négocions des contrats, nous comprenons les enjeux, cela grâce aux formations. »

La production de riz de bas fonds pour atteindre la sécurité alimentaire

Contexte

Dans le cadre du programme de petites subventions d'appui à la production de riz pluvial de plateau pour l'autosuffisance alimentaire des ménages dans le département de Kolda, USAID/PCE et l'ONG Hope 87 ont mis en œuvre un programme pilote de production de nouvelles variétés de riz Sahel 134 et 159. Ces nouvelles variétés permettent d'augmenter la diversité génétique et la productivité. Deux groupements ont bénéficié de ce programme : Il s'agit des Gie Mampatim Sud Est de Mampatim et Douwa Diabi de Tiara.



Les femmes dansent dans les rizières. La récolte est bonne ! – Mampatim

Avant ce programme pilote, les femmes pratiquaient la riziculture avec des semences tout venant ou des semences qui provenaient des stocks de leurs grands parents et dataient de plus de 5 ans. Sur une même parcelle, on pouvait trouver 2 ou 3 variétés à cycles différents.

Programme USAID/PCE

Démarré en 2010 à Mampatim et à Tiara, 30 femmes ont bénéficié du programme pilote pour la production de Sahel 134 et 159 sur une superficie de 10 ha. Les deux variétés qu'elles ont cultivé le même cycle, elles arrivent à maturité en même temps. Elles

ont également reçu deux décortiqueuses, un moulin et bénéficié d'un programme de renforcement de capacités grâce à la subvention. Le financement était à coût partagé entre USAID/PCE, Hope 87 et les deux groupements.

De plus, elles ont pu accéder à des semences et des intrants de qualité car les femmes ont bénéficié de crédits avec la mutuelle Kissal Patim mise en place par Hope 87, le Gie Kissal Patim et la Coopération Autrichienne. Les fonds ne sont pas remis directement à la productrice. Le Groupement achète les intrants et la productrice reçoit les intrants en fonction de ses besoins. Grâce aux intrants de qualité, la production des deux groupements a atteint environ 22 tonnes qui ont été entièrement consommées par les ménages.

En 2011, les femmes ont emblavé 25 ha de Sahel 134 et 12 ha de Sahel 159. 5 ha de plus sont prévus pour la production de semences. La variété Sahel 134 a une productivité plus importante, aussi son goût est meilleur et elle se digère mieux, c'est pour cette raison que les femmes la préfèrent. Au vu des résultats positifs du programme pilote, des femmes ont rejoint le programme pour atteindre le nombre de 42.

Cette année, la production sera destinée à la consommation et à la commercialisation.

Impact

Avant le programme, à partir du mois de mars, leur production de riz était déjà épuisée donc elles achetaient du riz importé pour se nourrir. Elles cultivaient de l'arachide dont la vente servait à acheter du riz. Depuis le début du programme, elles ont récolté plus de riz qu'elles consomment jusqu'en juin. L'argent qui était destiné à l'achat du riz est utilisé pour payer les frais de scolarité et l'achat de

médicaments. Les femmes ont un nouvel engouement pour la culture du riz car leurs rendements sont plus importants.

Dianke Kandé, la présidente du Gie Mampatim Sud-Est, mariée, 9 enfants : « Je cultivais le riz pour notre consommation et je conservais une partie pour les semences. Je ne cultivais pas plus de 0,25 ha pour une production de 200 kg car je n'avais pas d'engrais ni d'urée. Quand mon stock de riz était épuisé, j'achetais du riz. J'ai intégré le programme en 2010 ce qui m'a permis d'emblaver 0,50 ha et j'ai pu récolter 2 tonnes. J'ai vendu 250 kg, conservé 200 kg de semences et le reste, je l'ai gardé pour la consommation familiale. L'argent qui était destiné à l'achat du riz, je le garde et cela m'a permis d'embaucher des ouvriers qui travaillent sur ma parcelle. Avant, j'effectuais cette tâche toute seule mais maintenant je ne peux plus le faire, ma santé ne me le permet plus. En 2011, j'ai emblavé 0,75 ha mais malheureusement, avec la rareté des pluies, cela risque d'impacter sur mes rendements. Cependant, je pense récolter 2 tonnes. Depuis l'année dernière, nous n'achetons plus de riz. Dans toutes les maisons, il y a suffisamment à manger. De plus, grâce à la Mutuelle, nous avons accès aux intrants de qualité.»

Renforcement des capacités et augmentation du pouvoir économique des femmes

Contexte

De nos jours, la femme au-delà de son rôle social dans le foyer, occupe une place de plus en plus importante dans la vie économique. Cela transparait à travers les organisations de femmes qui sont de plus en plus nombreuses, c'est le cas du Gie Oumou Mountaga Tall.

Fondé en 2007, le Gie Oumou Mountaga Tall réunit 517 femmes qui travaillent dans le micro crédit, la teinture, la transformation de céréales locales. Toutes ces femmes ont pour ambition d'augmenter leurs revenus afin de participer à l'amélioration de leur pouvoir d'achat, leur santé et l'éducation de leur famille.

Fatoumata Diop Beye, Présidente du Gie Oumou Mountaga Tall : une femme battante

L'activité principale de Fatoumata est la transformation des céréales. Elle dispose d'un local « *mais il était exigü* » avec seulement une pièce qui sert à la vente, une salle des moulins, un bureau et une salle de stockage. Son matériel de transformation ne lui permettait pas de produire de grandes capacités « *je n'avais qu'un moulin et une décortiqueuse qui me permettait de transformer 200 kg/par jour* ». Elle a une marque commerciale Calebasse d'Or, mais elle n'avait pas les moyens de la valoriser. Ses emballages étaient vierges. Fatoumata travaillait avec 10 femmes et gagnait environ 1 million Fcfa/mois.



Intervention USAID/PCE :

Agrandissement et modernisation de l'unité de production

Le partenariat avec USAID/PCE a débuté en avril 2010. Le projet m'a financé à hauteur de 27 millions de Fcfa sous la forme d'un appui matériel qui lui a permis d'acquérir un séchoir, une décortiqueuse, un moulin et d'un tamiseur. De plus, elle a pu agrandir son unité de transformation et la doter d'une salle de production de 60 m², d'une salle de séchage de 18 m², d'une salle de cuisson de 12 m² et d'une salle de conditionnement de 16 m².

Ce matériel lui a permis d'augmenter ses capacités de transformation entre 500 kg et 1 000 kg par jour. Ses revenus ont triplé pour passer à 3 millions Fcfa/mois. « *Grâce à USAID/PCE, je me suis professionnalisée. Je respecte les normes commerciales.* »

Contractualisation

Au-delà de l'appui matériel, Fatoumata a signé des contrats avec 3 groupements de producteurs qui lui ont livré depuis un an, 50 tonnes de mil et de maïs. « *Je ne dispose pas d'un grand magasin de stockage, donc je commande en fonction de mes besoins et je suis satisfaite car les producteurs tiennent compte de mon cahier des charges et me livrent de la matière première de qualité. Avant, c'est moi-même qui allais vers les producteurs et je me suis fait arnaquer à plusieurs reprises car j'avançais de l'argent, et ils ne me livraient pas !* »

Elle a également signé un contrat avec La Laiterie du Berger, une PME spécialisée dans l'agro Industrie pour la mise en marché d'un nouveau produit à base de lait et de farine de mil en grain.

Renforcement des capacités

Fatoumata a également bénéficié de formations aussi bien au Sénégal qu'à l'étranger sur l'emballage, l'hygiène et la qualité. L'Institut de Technologie Alimentaire (ITA) « *m'a également formé sur la panification avec la farine fine afin que je puisse livrer les boulangers avec de la farine à base de céréales* ».

Accès à des espaces d'échanges et de vente

L'appui de USAID/PCE a permis au Gie de participer à la Foire Internationale de l'Agriculture et des Ressources Animales (FIARA). « *Cela été une opportunité de montrer nos produits au grand public et d'en faire la promotion. De plus, nous avons pu rencontrer d'autres femmes d'Afrique qui font de la transformation, de discuter avec elles. C'était enrichissant* ».

Impact

Avant le partenariat avec USAID/PCE, Fatoumata travaillait avec seulement 10 femmes. Aujourd'hui, elle a créé des emplois en embauchant une vingtaine de femmes. Elle s'est professionnalisée, l'emballage de ses produits a évolué positivement car elle a amélioré son logo et le design de ses emballages. Cela me permet de vendre plus *et «les acheteurs ont confiance en mes produits»*.

Perspectives

Fatoumata envisage de délocaliser en dehors de Dakar la transformation primaire, ouvrir 3 nouvelles boutiques pour la vente et explorer les marchés de l'export. Cependant, pour réaliser cet objectif, « *je dois avoir plus d'opportunités commerciales* ».

Développement d'une chaîne de valeur sorgho biologique

Contexte

La culture du sorgho est une activité marginale au Sénégal à cause du manque de débouchés commerciaux. Le sorgho est destiné essentiellement à la consommation familiale avec des rendements qui ne dépassent pas 811 kg par hectare (Daps 2010).

Programme USAID/PCE

Depuis 2010, USAID/PCE a développé un programme de renforcement de capacité des producteurs pour la production de sorgho biologique destinée au marché export. Un système de contrôle interne de la traçabilité a permis d'obtenir la certification Ecocert BIO-SN-602 qui répond aux normes Européennes.

Durant la campagne agricole 2010, 251 producteurs se sont inscrits pour la production de sorgho biologique. Cependant, seuls 133 producteurs ont rempli les conditions de la certification biologique. Ces derniers ont emblavé 367 hectares et récolté 120 tonnes de sorgho biologique dont 64 tonnes ont été commercialisées et 56 tonnes réservées pour la consommation.

Un animateur remplit la base de données des producteurs de son groupement



Le consolidateur Général d'Investissement et de Commerce (GIC) était au centre du dispositif. Il avait signé des contrats commerciaux avec les producteurs et le client FKRA, une coopérative norvégienne spécialisée dans la production d'aliment de bétail.

Tamsir Niane, Directeur Général de GIC, consolidateur du programme : *« Mon partenariat avec USAID/PCE a démarré en 2010. USAID/PCE s'est approché de moi dans la mesure où je travaillais déjà dans la collecte du sorgho conventionnel. Cette activité n'est pas nouvelle pour moi. USAID/PCE m'a mis en relation avec 251 producteurs à Fatick, Kaolack et Kaffrine. J'ai signé des contrats avec les producteurs d'une part et FKRA d'autre part. J'ai pu livrer 64 tonnes de sorgho biologique à FKRA pour une valeur de 11 200 000 Fcfa.»*

En 2011, 5 000 producteurs membres de 6 groupements se sont inscrits. Le processus de certification est en cours. Les prévisions de vente à FKRA sont de 2 000 tonnes soit le tiers de la production qui est estimée à environ 6 000 tonnes. Le programme de certification est mis en œuvre par GIC, par contre ce sont les producteurs qui signent directement les contrats de vente avec FKRA.

Impact

Cheikh Bamba Dieye, Président de l'Union des Groupements de Koulouck (UGK) : *« Mon groupement comprend 405 producteurs dont 97 femmes. Nous avons intégré le programme en 2011 et nous avons emblavé 507 hectares. Nous pensons récolter environ 500 kg par hectare. Avant ce programme on cultivait du mil et de l'arachide. Le mil servait à la consommation du ménage et l'arachide était destinée à la vente. Cependant, la vente de l'arachide est aléatoire car nous ne trouvons pas toujours preneur. Lorsque nous avons eu l'opportunité de signer des contrats pour la production de sorgho biologique, nous n'avons pas hésité. De plus, nos terres sont propices à la culture du sorgho, mais puisque que nous n'avions*

pas de débouchés commerciaux, nous ne le cultivions pas. Nous avons signé avec le consolidateur des contrats à coût fixe de 140 Fcfa / kilo. La vente du sorgho nous permet de subvenir à nos besoins alimentaires notamment l'achat du riz. En 2012, nous voulons emblaver 1 200 hectares. »

Gestion du système d'information

Cette année, l'innovation réside dans la gestion du système de l'information. En effet, USAID/PCE a mis en place un mécanisme de suivi des producteurs et de la production en temps réel. A ce titre, USAID/PCE a fourni à chaque groupement de producteurs un ordinateur, une clé Internet et un scanner. De plus, USAID/PCE a formé les animateurs des groupements de producteurs à la collecte de données GPS. Ces producteurs ont pu relever les superficies exactes de chaque parcelle. Ils ont également été formés à remplir les bases de données qui comprennent l'identité du producteur, la superficie de sa parcelle ainsi que les prévisions commerciales.

Toutes ces données sont répertoriées dans l'ordinateur par un documentaliste au sein du groupement de producteur. Chaque ordinateur est connecté en réseau via le système de partage de données Drop Box. Ce dispositif permet d'avoir les renseignements en temps réel sur le producteur, les volumes de production et de vente.

Daouda Faye, animateur de L'Union des 187 Groupements de Koulouck : *«Grâce à l'appui de USAID/PCE, j'ai été formé sur le système de géo-référencement pour mesurer avec exactitude la superficie de ma parcelle, de plus je peux scanner et stocker mes contrats, mes factures. Je réalise cette opération pour chaque producteur. Nous possédons 648 parcelles de sorgho biologique et nous prévoyons de vendre 500 tonnes. Avec toutes ces informations, je rempli la base de données sur Drop box et je partage instantanément les données avec l'équipe de USAID/PCE.»*

ANNEX 2 – PCE T05 INDICATOR TABLE

N°	INDICATORS	TARGET	RESULTS (OCT 10- SEP 11)	PERF. (%)	COMMENTS
	<i>Gross margin per unit of land or animal of selected product (crops/animals selected varies by country)</i>				ALL VALUES FOR GROSS MARGIN ARE FOR THE 2010 HARVEST (NOV 2010-JANUARY 2011)
1	IRRIGATED RICE				<p>Irrigated rice: figures are consistent with the fact that higher priced aromatic varieties are still in the multiplication stage and volumes currently being produced consist in standard varieties, with a contribution of higher paddy demand due to the expansion of and improved milling practices at partner miller Coumba Nor Thiam which impacted farmer purchase prices. No adjustment to planned progressions is warranted due to uncertainty as to the scale and timing of the impact of aromatic rice on farmer margins.</p> <p>Upland rice: High margin is due to distortion caused by the limited volume and participant farmers selling most of their output either as certified or “improved” NERICA seed to nearby farmers interested in carrying out production over the 2011 rain season. It IS expected that margins for commercial NERICA will adjust to a lower figure in 2012 as values will account for a lower yield average factoring in more averagely skilled farmers and the commercial marketing on regional consumer markets.</p> <p>Industrial maize: Impact of yields reaching double the national average (and more for hybrids) due to timely inputs, very favorable rainfall pattern and favorable</p>
	- Area (Ha)		14,350		
	- Production (Tons)		73,474		
	- Quantity sold (Tons)		30,537		
	- Value of sales (USD)		7,328,880		
	- Purchased input cost (USD)		9,570,620		
	GM	499	562	113%	
	UPLAND RICE				
	- Area (Ha)		60		
	- Production (Tons)		114		
	- Quantity sold (Tons)		30		
	- Value of sales (USD)		13,801		
	- Purchased input cost (USD)		17,656		
	GM	272	592	218%	
	MAIZE				
	- Area (Ha)		3,270		
	- Production (Tons)		8,442		
	- Quantity sold (Tons)		5,782		
	- Value of sales (USD)		1,622,988		
	- Purchased input cost (USD)		664,572		
GM	264	522	198%		
MILLET					

N°	INDICATORS	TARGET	RESULTS	PERF. (%)	COMMENTS
	- Area (Ha)		1,439		commodity prices driving competition at the farm gate and pushing prices beyond the 125 CFA contracted price at the onset of harvest when benchmark was 90CFA and lower. This figure will likely fall in 2012 with the incorporation of 25% of Kolda-Sedhiou farmers with a lower technical level and lower yield due to lower than average rains in 2011 season.
	- Production (Tons)		968		
	- Quantity sold (Tons)		323		
	- Value of sales (USD)		114,726		
	- Purchased input cost (USD)		95,933		
	GM	109	173	158%	Millet: Higher value despite slightly above average yield due to contracted price and farm-level grading introduced for supplier contracts.
2	Number of individuals who have received USG supported long-term agricultural sector productivity or food security training	14	14	100%	Comprise of ENSA agribusiness students enrolled in a new 2-year Master's Program.
	Male	10	10	100%	
	Female	4	4	100%	
3	Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	24,000	22,328	93%	The figure is lower than expected as the irrigated rice training program for rain season 2011 integrating the large ASPRODEB and FEPRODES farmer base will be carried out in the first quarter of FY2012.
	Male		18,595		
	Female		3,733		
4	Number of additional hectares under improved technologies or management practices as a result of USG assistance	10,380	11,592	112%	New technologies concern mainly certified seed and improved fertilization regimen in seed multiplication, demonstration sites by lead farmers or commercial programs involving the finance of input packages. The fast growth of the maize program due to its commercial success compensated the millet program which is yet to take off pending work with louma level traders in FY2012.
	Rice	4,380	4,723	108%	
	Maize	3,000	5,465	182%	
	Millet	3,000	1,404	47%	

N°	INDICATORS	TARGET	RESULTS	PERF. (%)	COMMENTS
5	<i>Number of farmers and others who have applied new technologies or management practices as a result of USG assistance</i>	9,960	19,973	201%	Driven by the contracting schemes adopted as a new management practice by rice millers and industrial maize consolidators. This adjustment enabled farmers to respect recommendations in terms of certified seed and fertilizer applications as well as the availability of NERICA from outside sources (SEDAB) provided by Agrodealers to meet farmer demand following the promotion of NERICA by partner networks.
	<i>Farmers</i>	9,900	19,973	202%	
	<i>Others</i>	60	0	0%	
6	<i>Number of new technologies or management practices made available for transfer as a result of USG assistance</i>	17	23	135%	
	<i>Production</i>	13	14	108%	TOTAL = 14 Upland Rice (6): NERICA 1; NERICA 4; NERICA 6; SAHEL 134 (4) & Semoir amélioré: SEMOIR à 2 RANGS; SEMOIR à 3 RANGS (2) Irrigated Rice (3): Sahel 177, Sahel 328, Sahel 329 Maize (3): Variétés de semences hybrides, Variétés de semences certifiées, Fertilisation organique (test bio forty) Millet (2): Conservation farming, Lutte Striga
	<i>Processing</i>	1	5	500%	TOTAL = 4 Upland Rice (2): Batteuses à Riz, Décortiqueuses à Riz Irrigated Rice (1): Energie à base de balles de riz Maize (1): Batteuses Millet (1): Mécanisation/battage
	<i>Production and processing</i>	14	19	136%	
	<i>Other</i>	3	4		TOTAL = 4 Involves use of farmer network database systems and value chain contracts. One each for each value chain: Upland Rice (1), Irrigated Rice (1), Maize (1), Millet (1)

N°	INDICATORS	TARGET	RESULTS	PERF. (%)	COMMENTS
7	<i>Number of new technologies or management practices under research as a result of USG assistance</i>	20	20	100%	This counts the number of graduate-level students sponsored by the project to explore a range of value chain management and technology issues through research. The students come from ENEA, ISFAR and ENSA.
	<i>Production</i>	8	8	200%	
	<i>Processing</i>				
	<i>Production and processing</i>	8	8	100%	
	<i>other</i>	12	12	100%	
8	<i>Number of rural households benefiting directly from USG interventions</i>	23,900	36,141	151%	Each farmer represents a separate household. The intensity and nature of USG interventions varies depending on the type of partnership created to support and collaborate with farmers.
20	<i>Volume and value of production processed and sold</i>				
	<i>- Volume</i>	51,200	36,671	72%	
	<i>-Value</i>	14,212,371	9,080,395	64%	
	<i>RICE</i>				
	<i>- Quantity sold (Tons)</i>	41,500	30,567	74%	
	<i>- Value of sales (USD)</i>	11,274,000	7,342,681	65%	Rice underperformance due to the disruptive effect of the creation of the SPCRS in the marketing of the dry season crop which crowded out structured contracting with millers and farmers expecting "state-set" farm gate price guidelines.
	<i>MAIZE</i>				
	<i>- Quantity sold (Tons)</i>	5,600	5,782	103%	
	<i>- Value of sales (USD)</i>	1,501,000	1,622,988	108%	
	<i>MILLET</i>				
	<i>- Quantity sold (Tons)</i>	4100	323	8%	Millet sales indicators inferior to forecast due to delayed interventions at Loumo level with local traders. Targets may require adjustments.
	<i>- Value of sales (USD)</i>	1,437,000	114,726	8%	
9	<i>Quantity of foundation seed produced</i>	5	14	280%	Refers to metric tons.
10	<i>Quantity of certified seeds produced by public and private sectors</i>	970	1,939	200%	Refers to metric tons.

N°	INDICATORS	TARGET	RESULTS	PERF. (%)	COMMENTS
11	Number of policies / regulations / administrative procedures <u>analyzed</u> (Stage 1 of 5), each measuring a successive stage in the progression from analysis to implementation	18	38	211%	The actors of the private sector joined together in sectoral committees (agricultural produce, cattle, transport, regulation) have examined 33 constraints/procedures/regulations during the transborder conference to improve the fluidity of the trade on the corridor Dakar-Bamako and a diagnosis had been conducted by TDC, a private structure, on 5 new constraints.
12	Number of policies / regulations / administrative procedures <u>drafted and presented for public/stakeholder consultation</u> (Stage 2 of 5), each measuring a successive stage in the progression from analysis to implementation	11	30	273%	An information-session during the the transborder conference was planned to discuss 27 among the 38 constraints
13	Number of policies / regulations / administrative procedures <u>presented for legislation/decree</u> (Stage 3 of 5), each measuring a successive stage in the progression from analysis to implementation	5	0	0%	les 27 régulations/procédures /discutées lors de l'atelier de partage entre les acteurs publics et privés jouant un rôle sur le corridor dakar-Bamako émanent essentiellement de directives communautaires (UEMOA) faisant déjà l'objet de lois et de décret
14	Number of policies / regulations / administrative procedures <u>prepared with USG assistance passed/approved</u> (Stage 4 of 5) each measuring a successive stage in the progression from analysis to implementation	5	0	0%	les 27 régulations/procédures /discutées lors de l'atelier de partage entre les acteurs publics et privés jouant un rôle sur le corridor Dakar-Bamako émanent essentiellement de directives communautaires (UEMOA) faisant déjà l'objet de lois et de décret

N°	INDICATORS	TARGET	RESULTS	PERF. (%)	COMMENTS
15	<i>Number of policies / regulations / administrative procedures passed for which implementation has begun (Stage 5 of 5), each measuring a successive stage in the progression from analysis to implementation</i>	2	0	0%	les 27 régulations/procédures / discutées lors de l'atelier de partage entre les acteurs publics et privés jouant un rôle sur le corridor Dakar-Bamako émanent essentiellement de directives communautaires (UEMOA) faisant déjà l'objet de lois et de décret
16	<i>Number of institutions/organizations undertaking capacity/competency strengthening as a result of USG assistance</i>	27	121	530%	This includes all the organizations which benefit from structured project trainings through the capacity building program plus the 28 organizations who have signed partnerships with USAID/PCE to develop Value Chain outreach networks. These organizations are all receiving in-depth organizational development support on a variety of issues, notably to design and manage spatial databases for managing farmer networks. The target values for this indicator may need to be modified.
17	<i>Number of private enterprises, producers organizations, water users associations, trade and business associations, and community-based organizations (CBOs) receiving USG assistance</i>	800	1,698	212%	This includes all the organizations which benefit from training. The large difference is due to the smaller than expected ratio of members per CBO. Initial assumptions were set at a generally accepted ratio of 1:30 or more but farmer groups involved in contracting tend to limit themselves to trusted active members, generally a smaller peer group. However it has been note that from year to year groups may grow in size and the gap between actual results and targets may diminish.
18	<i>Number of members of producer organizations and community based organizations receiving USG assistance</i>	24,000	36,141	151%	Same result as reported for the indicator, "Number of rural households benefiting directly from USG interventions"

N°	INDICATORS	TARGET	RESULTS	PERF. (%)	COMMENTS
19	<i>Number of private enterprises, producers organizations, water users associations, trade and business associations and community-based organizations (CBOs) that applied new technologies or management practices as a result of USG assistance</i>	600	1,581	264%	The fact that most organizations counted under indicator 17 are part of contract schemes or directly involved in the promotion of highly popular commodities such as NERICA explains the difference in proportionality between the targeted figure and the results. That is, more GIEs were signed pre-season contracts than foreseen because the groups were, on average, smaller than foreseen. By signing pre-season sales contracts, farmer groups sign-on to apply a number of improved practices, including respect of the contract clauses themselves.
21	<i>Value of incremental sales (collected at farm-level) attributed to FTF implementation(USD)</i>	4,490,000	3,100,834	50%	Driven essentially by the effect of the newly created SPCRS on rice marketing and compensated by the faster than expected growth in maize sales. Support to SPCRS by USAID/PCE to improve its procurement approach through collaboration with consolidator networks should yield higher outcomes for this indicator in 2012.
	<i>Upland Rice</i>		13,801		
	<i>Irrigated Rice</i>		1,577,071		
	<i>Total Rice</i>	3,200,000	1,590,872	50%	
	<i>Maize</i>	870,000	1,461,174	168%	
	<i>Millet</i>	420,000	48,788	12%	
22	<i>Post harvest losses as a % of overall harvest</i>		11%		Crop year 2010 DATA; there was no target for that season as this indicator was introduced in February 2011.
23	<i>Value of Agricultural and Rural Loans (USD)</i>	6,000,000	13,820,000	230%	Represents a combination of DCA lending and other VC credit and leasing results.
24	<i>Number of MSMEs receiving USG assistance to access bank loans</i>	1,500	6,669	445%	Largely driven by results of ACEP
25	<i>Number of MSMEs receiving business development services from USG assisted sources</i>	24,000	36,141	151%	Same result as reported for the indicator, "Number of rural households benefiting directly from USG interventions". Farm households are, in fact, also MSMEs by their very behavior and size.
26	<i>Amount of private financing mobilized with DCA Guarantee</i>	3,000,000	11,100,000	370%	As reported by financial institutions that hold a DCA guarantee.

N°	INDICATORS	TARGET	RESULTS	PERF. (%)	COMMENTS
27	<i>Number of trainings of IMF, bank personnel related to agricultural lending increased</i>	4	6	150%	
28	<i>Number of public-private partnerships formed as a result of FtF assistance</i>	31	25	81%	This indicator is driven by network agreements with private firms and grassroots NGO's. This figure is set to increase in FY2012 with partnerships in the maize sector with farmer based GIE's capable of managing a production program and contracting directly with multiple consolidators as well as the replacement of ANCAR agreements with direct support to strong farm based groups.
29	<i>Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation</i>	870,000	1,717,081	197%	This figure represents the private sector cost-share associated with partnerships established with USAID/PCE to develop the maize, rice and millet value chains.
30	<i>Number of business-to-business partnerships developed</i>	86	1,292	1,502%	Driven by the direct contracting of farmer based organizations rather than Unions. This indicator target values may need to be revised in light of 2011 results.
31	<i>Number of jobs attributed to FTF implementation</i>	4,500	4,034	90%	Based on crop year 2010data ; The total is calculated on the basis of 12,101 seasonal jobs that represent one third of a full-time job. Additional guidance from USAID would be welcome on methods of data collection that can accurately capture the realities of seasonal agriculture employment.

ANNEX 3 – Dairy and Livestock Indicator Table

N°	INDICATORS	RESULTS FY10	TARGET FY11	RESULTS FY11	% Perf.
1	Number of agriculture-related firms benefiting directly from USG supported interventions	906	770	924	120%
	DAIRY	360	300	306	102%
	POULTRY	416	260	410	158%
	LIVESTOCK	130	210	208	99%
2	Number of producer's organizations, water users associations, trade and business associations, and community based organizations (CBOs) receiving USAID assistance	63	24	65	271%
3	Number of public-private partnerships formed as a result of USG assistance	0	3	12	400%
4	Numbers of business-to-business partnerships developed	1	4	1	25%
5	Percent change in value of purchases from smallholders of targeted commodities as a result of USG assistance	553,181	9%	57%	629%
	DAIRY	122,401	15%	163%	1086%
	POULTRY & LIVESTOCK	430,780	5% 3%	64%	
6	Volume and value of purchases from smallholders of agricultural commodities targeted by USG assistance		1 160	673	58%
			1 ,142,833	866,450	76%
	DAIRY	124.255	1,000	505	50%
		122,401	618 ,57	321,737	52%
	POULTRY	139.22	136	137	100%
		430,78	380,467	432,784	114%
	LIVESTOCK		24	32	133%
		143 809	111,929	78%	

N°	INDICATORS	RESULTS FY10	TARGET FY11	RESULTS FY11	% Perf.
7	Percentage increase in quantity of agricultural and animal products <u>transformed (processed)</u> by firms receiving assistance from USAID	0	8%	10%	125%
8	Number of new technologies or management practices <u>made available for transfer</u> as a result of USG assistance	3	4	6	150%
9	Number of farmers, processors, and others who have adopted new technologies or management practices as a result of USG assistance	0	150	227	151%
	Processors	0	25	12	48%
	Farmers	0	125	215	172%
10	Volume of produce processed (with new processing techniques)	0	95	6	6%
11	3.2.3b) Number of processors, smallholder farmers/producer organizations, <u>processors and others trained</u> in new technologies/ <u>management practices for transfer/adoption</u>	21	340	62	18%
12	Number of individuals who have received <u>short-term agricultural sector productivity</u> training as a result of USG assistance	291	560	419	75%
13	Number of targeted <u>enterprises</u> accessing business development services (BDS) through USG assistance	906	770	924	120%
	<i>Females</i>		210	428	204%
	<i>Males</i>		560	496	89%
14	Number of USG-supported training events on topics related to investment capacity building and improving trade	22	27	25	93%
15	Number of participants in USG-supported trade and investment capacity building training	291	560	419	75%

ANNEX 4 – PCE TRAINING ACTIVITY LIST

Themes	Target Groups	Number of Sessions	Number of Participants	Proportion of Women
SHORT-TERM TRAININGS				
1. Value chain contractualization and business partnership development	Rice and maize value chain actors	10	157	33 (21%)
2. Hygiene and quality norms in the meat industry	Livestock professionals affiliated with ANPROVB	2	40	3 (7.5%)
3. Best practices for animal fattening	Livestock professionals affiliated with ANPROVB	2	40	32 (80.0%)
4. Best practices for rain-fed rice production	Rain-fed rice support institutions	1	36	1 (2.7%)
5. Practical methods and tools for diagnostic analysis of agrarian systems and farming practices	Field technicians of ANCAR	1	22	1 (4.5%)
6. Basic MS Office applications	Support staff of MA National Directions	3	76	34 (44.7%)
7. Data collection and analysis of agricultural statistics	Senior Policy Officers of MA National Directions	1	25	4 (16.0%)
8. Satellite imagery application to crop area estimation and production forecast	Statistics and Meteo Experts	1	4	1 (25.0%)
9. Agricultural surveys and utilization of GPS devices (14 cascading regional sessions with 150 participants not included)	Supervisors of agricultural surveys (Trained as trainers)	2	56	3 (5.3%)
10. Elaboration of agricultural policies	Senior Policy Officers of MA National Directions	1	24	6 (25%)
11. Best practices for Irrigated rice seed production: new varieties identification, legislation	Irrigated rice support seed producers	10	211	43 (20 %)
12. Best practices for rain-fed rice production: sowing, weeding, fertilizer, harvesting	Rain-fed rice support producers	99 ¹	2,984	1,576 (53%)

Themes		Target Groups	Number of Sessions	Number of Participants	Proportion of Women
13.	Best practices for maize production	Maize support producers	99	8,963	830 (9%)
14.	Best practices for millet production: sowing, conservation farming, database	Millet support producers and network actors	99	10,058	1,273 (13%)
15.	Value chain financing	Financial institutions (Banks, IMFs) and others (SAED, CGER)	1	15	4 (27%)
16.	Financial councils for the ME	PINORD members	1	22	2 (9%)
17.	DCA using	ACEP, U-IMCEC	2	10	0 (0%)
18.	DCA, facilitation tool in relationship between Banks/IMFs	IMFs	1	29	4 (14%)
19.	Operation of agricultural mutual guarantee society	Farmers and MEC DELTA members	2	22	0 (0%)
20.	Elaborating budget and cash management		1	14	1 (7%)
Sub-Totals				22,328	3,733 (17%)
LONG-TERM TRAINING					
21.	Value chain development and agri-food entrepreneurship (Year 1 Master' Degree at ENSA)	Agricultural engineering students	1	14	4 (28%)
TOTAL				22,342	3,737(17%)

ANNEX 5 – CONSULTANCIES

NAME	ADDRESS/WORK PLACE	TO N°	ACTIVITIES
Amadou Drame	Cité Asecna Villa n° 248 Ouakam, Dakar, Sénégal	5	TA Dakar-Bamako conference preparatory works
Lamine Bara Diao	05 yoff Virage Toundoup Riya BP 5351 Dakar Sénégal	5	Implementing a production monitoring mechanism
Ame THIAM	Villa N° 355 cité Djily Mbaye BP 5111 (F5) Yoff -Diamalaye	5	Technical assistance for the development of a Web portal for the SCA
Oumar Samba NDIAYE	Hann Mariste Scat Urban	5	Study on imported rice distribution in Senegal
Sidy Moctar TOURE	4476 Sicap Amitié 3 - Dakar Sénégal	5	Technical assistance to finalize the study on the Dakar-Bamako corridor transportation costs
Ibrahima NDIAYE	Villa K12 hamo 1 Golf sud BP 6184 Dakar Etoile Dakar Sénégal	5	Technical assistance to finalize the study on the Dakar-Bamako corridor transportation costs
Moustapha DIAGNE	Lot 96 Kasnack, Kaolack	5	Millet and sorghum market study
Khadim GUEYE	Yoff Ndieungagne près de la mosquée, Dakar, Sénégal	5	Workshop to share the new ISRA accounting system & manual
André COLY	SCAT Urbam Lot. E N° 88, BP 17051, Dakar-Liberté, Senegal	5	Technical assistance in the purchase and installation of generators and additional equipment for the DISEM Laboratories (Kaolack, Richard Toll) & KASEC (Kaolack)
Abdel Karim MBENGUE	Ngor-Sunugal rue NG86 BP 29 435 Dakar Sénégal	5	Definition of a legal framework for the private management of the " <i>Centre de traitement des semences de Richard Toll</i> "
GRUPE SOTERCO & DGCNET	17 PC1, SCAT URBAM Maristes 1- Hann BP 27289	5	Analyse de la chaîne de valeurs de l'élevage ovin au Sénégal

NAME	ADDRESS/WORK PLACE	TO N°	ACTIVITIES
Afrique Emergence Conseil (AEC)	Villa 34 Cité BCAA 1, Yoff Nord Foire - BP: 50622	5	Etude de faisabilité pour l'installation d'un abattoir de volailles dans les régions de Saint - Louis, Louga et Kaolack : propositions de fonctionnement et de mécanismes de gestion
		5	Etude d'opportunités d'affaires de la collecte de lait dans la zone Dahra/ région de Louga
Joanta Green	Lao People's Democratic Republic and Arab Republic of Egypt -	5	Short-Term Consultancy: Study of Energy & Process Optimization of Private Dairy Factory
James Barnard	Keward Farm, Pawlett, Bridgwater TA6 4SE, England	5	Study on Optimization of Milk Collection, Transportation, and Distribution Logistics for Private Local Dairy
Abdourrahmane Malick NDIAYE	Richard Toll	5	Short-Term Consultancy: Study of Energy & Process Optimization of Private Dairy Factory
FINANCIERE AFRICAINE	DAKAR	5	La mission consiste à professionnaliser les micros et petites entreprises intervenant au niveau des chaînes de valeur agricoles partenaires du projet. La finalité de l'intervention était un gain de crédibilité des cibles vis-à-vis des institutions financières. Il s'agissait partant d'une demande d'intervention spécifiée, adressée par l'équipe "Accès au Capital" du projet, de fournir des services de conseils financiers à des partenaires du projet.
TDC/ACCESS FINANCE	DAKAR	5	La mission consiste à professionnaliser les micros et petites entreprises intervenant au niveau des chaînes de valeur agricoles partenaires du projet. La finalité de l'intervention était un gain de crédibilité des cibles vis-à-vis des institutions financières. Il s'agissait partant d'une demande d'intervention spécifiée, adressée par l'équipe "Accès au Capital" du projet, de fournir des services de conseils financiers à des partenaires du projet.
POLY CONSEILS	DAKAR	5	L'étude a permis une capitalisation de la pratique du warrantage, à travers une synthèse des expériences documentées au Sénégal et ailleurs. Par ailleurs, des modèles de développement du warrantage qui sauvegardent les intérêts économiques des différentes parties ont été explicités pour chaque spéculation

NAME	ADDRESS/WORK PLACE	TO N°	ACTIVITIES
Simeon NUMBEM Mbaye Sarr	CAMEROUN & DAKAR	5	La mission visait à améliorer l'intervention des banques commerciales et des grands réseaux de Systèmes Financiers Décentralisés dans le financement des chaînes de valeurs agricoles. Il s'est subdivisé en plusieurs activités : diagnostic des institutions financières partenaires, Elaboration d'un plan d'accompagnement et élaboration d'un rapport de capitalisation
MBAYE SARR	DAKAR	5	L'étude avait comme objectif de proposer in fine un mécanisme de financement qui puisse répondre aux attentes des acteurs de la chaîne de valeur bétail-viande membres de l'ANPROVBS.
THIENDOU NIANG	DAKAR	5	La mission du consultant consistait à organiser matériellement en rapport les différents partenaires, l'atelier national sur le financement de l'agriculture Sénégalaise...
Latyr FAYE	Saokom 2 Département de Mbour, région de Thiès, Sénégal	6	Facilitation of cashew close-out activities in Kolda
Ludovic GUESSAN	HLM Fass Immeuble Djamil, Appt 67U, Dakar, Senegal	6	Monitoring of the "Doing Business" indicators /APIX
Mamadou THIAM	Quartier Leona à Sokone, Sénégal	6	Facilitation of cashew close-out activities in Passy and Karang
Mass THIAM	Sacré Coeur I N° 8459, Dakar, Senegal	6	Monitoring of the "Doing Business" indicators /APIX
MGP	Mermoz Pyrotechnie sis Ancienne piste ouakam n°36 , BP: 165363	6	Appui technique et logistique pour faciliter (1) la diffusion du RNCS et la prise de conscience des enjeux de la compétitivité (2) la préparation, l'animation et le suivi des ateliers de consultation des acteurs des grappes de la SCA et des ateliers thématiques avec les groupes de travail du CPI pour la formulation et l'adoption de recommandations susceptibles de relever les principaux défis à la compétitivité de l'économie, et (3) l'organisation et l'exécution du premier FNC .
Caractere	Route des Almadies carrefour ARTP/BICIS 3eme piste à gauche	6	Concevoir et exécuter le logo et la charte graphique du Rapport National sur la Compétitivité du Sénégal pour la mise en forme et pré-production des deux versions du Rapport (française et anglaise). Relecture, correction et édition de la traduction française. Suivi de l'impression
Marie Ndiaye	Villa No. 434 - Sicap Karack BP 50452 - Dakar - SENEGAL	6	Traduction française du Rapport National sur la Compétitivité du Sénégal

