



SUPPORT FOR ACCELERATED GROWTH AND INCREASED COMPETITIVENESS

FY 2008 ANNUAL REPORT

OCTOBER 1, 2007 – SEPTEMBER 30, 2008



September 30, 2008

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TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	1
1.1. BUSINESS DEVELOPMENT SERVICES (BDS) COMPONENT	1
1.2. PUBLIC PRIVATE PARTNERSHIPS COMPONENT	3
1.3. POLICY REFORM COMPONENT	3
2. INTRODUCTION	5
2.1 PROGRAM OBJECTIVES AND STRATEGY	5
2.2 ADMINISTRATIVE UPDATE	5
3. BUSINESS DEVELOPMENT SERVICES FOR EXPORT COMPETITIVENESS	6
3.1. TARGETED RESULTS AND PLANNED ACTIVITIES.....	6
3.2. ACTIVITIES PLANNED FOR 2007 -2008	7
3.3. TARGETED RESULTS	7
3.4. PROGRESS ACHIEVED.....	9
ACTIVITIES IMPLEMENTED AND KEY RESULTS BY SUB-SECTOR FROM OCTOBER 2007 TO SEPTEMBER 2008.....	10
CROSS CUTTING ISSUES AND LOCAL CAPACITY BUILDING RELATED VALUE CHAINS.....	37
A. GENDER STUDY	37
B. CAPACITY BUILDING IN THE PROMOTION OF THE SUB-SECTORS	37
C. PROGRESS ACHIEVED.....	41
3.5. CONSTRAINTS, OPPORTUNITIES, AND PRIORITIES.....	62
3.6. SUCCESS STORIES	64
4. PUBLIC PRIVATE PARTNERSHIPS	71
4.1 TARGETED RESULTS AND PLANNED ACTIVITIES.....	71
4.2 PROGRESS ACHIEVED.....	72
4.3 CONSTRAINTS, OPPORTUNITIES, AND PRIORITIES FOR THE NEXT YEAR.....	75
5. POLICY REFORMS.....	79
5.1 TARGETED RESULTS AND PLANNED ACTIVITIES.....	79
5.2 PROGRESS ACHIEVED.....	79
5.3 CONSTRAINTS, OPPORTUNITIES AND PRIORITIES FOR THE NEXT YEAR.....	82
6. CROSSCUTTING ACTIVITIES	84
6.1 MONITORING AND EVALUATION.....	84
6.2. COMMUNICATIONS AND OUTREACH.....	84
ANNEX: LIST OF CONSULTANTS USED AND DOCUMENTS PRODUCED	86
A. CONSULTANTS - BUSINESS DEVELOPMENT SERVICES	86
B. PUBLIC PRIVATE PARTNERS (PPP) – CONSULTANTS	93
C. POLICY REFORMS COMPONENT	95
D. CROSS- CUTTING ACTIVITIES	96

ACRONYMS

ACA	African Cashew Alliance
ADEPME	Agence de Développement et d'Encadrement des Petites et Moyennes Entreprises
ADM	Agence de Développement Municipal
AFD	Agence Française de Développement
AGOA	African Growth and Opportunity Act
AGS	Accelerated Growth Strategy
ANI	African Natural Ingredient
ANCAR	Agence Nationale du Conseil Agricole et Rural
APHIS	Animal and Plant Health Inspection Service
APIX	Agence pour la Promotion des Investissements et des Grands Travaux
APROSEN	Agence de la Propreté du Sénégal
ASEPEX	Agence Sénégalaise pour la Promotion des Exportations
ASER	Agence Sénégalaise d'Electrification Rural
ASNAPP	Agribusiness in Sustainable Natural African Plant Products
ATA	Aid to Artisans
BAMTAARE	Base d'Appui aux Méthodes et Techniques pour l'Agriculture, les Autres Activités Rurales et l'Environnement
BCE	Bureau d'Appui à la Création d'Entreprise
BDS	Business Development Services
BDSA	Business Development Services Advisor
BDSIE	Business Development Services International Expert
BDSN	Business Development National Expert
BFPA	Bureau de Formation Professionnelle Agricole
BMN	Bureau de Mise à Niveau
BOT	Build Own Transfer
CAS	Country Assistance Strategy
CDE	Centre de Développement des Entreprises
CDH	Centre de Développement Horticole
CEO	Chief Executive Officer
CEPOD	Centre d'Etudes de Politiques pour le Développement.
CET	Construction Exploitation Transfert
CFPT	Centre de Formation Professionnelle et Technique

CIIDAE	Cotton Improvement Initiative and Diversification of the Agricultural Economy
CIRAD	Centre de Coopération Internationale en Recherche Agronomique pour le Développement
CNES	Confédération Nationale des Employeurs du Sénégal
CNP	Conseil National du Patronat
COLEACP	Comité de Liaison Europe Afrique Caraïbes Pacifique
COOPROFEL	Coopérative de Fruits et Légumes
COP	Chief of Party
CPI	Conseil Présidentiel d'Investissement (Presidential Investment Council)
CPTH	Textile and Apparels Promotion Center
CREA	Centre de Recherches Economiques Appliquées
DASP	Bureau d'Appui au Secteur Privé
DCA	Development Credit Authority
DH	Direction de l'Horticulture
DISEM	Direction des Semences
DPV	Direction de la Protection des Végétaux
EG	USAID Programme Croissance Economique (Economic Growth)
ENEA	Ecole Nationale d'Economie Appliquée
EU	European Union
EW	Enterprise Works
EXIMBANK	Export-Import Bank of the United States
FAO	Food and Agriculture Organization
FEEI	Fédération des Producteurs de Bissap
FOB	Freight On Board
FP2A	Fédération Professionnelle des Acteurs de l'Agro-alimentaire
GADEC	Groupe d'Appui au Développement Communautaire
GANTEC	Green Africa Neem Technology
GBEE	Global Business Enabling Environment
GDA	Global Development Alliance
GIE	Groupement d'Interet Economique
GOS	Government of Senegal
HA	Hectare
IDTP	Institute for Transportation and Development Policy
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund

IQC	Indefinite Quantity Contract
IRG	International Resources Group
ISM	Institut Supérieur de Management
ISRA	Institut Sénégalais de Recherche Agronomique
ITA	Institut de Technologie Alimentaire
JEAA	J.E. Austin Associates, Inc.
KRA	Key Results Areas
LOL	Land O' Lakes
LTL	LTL Strategies
M&E	Monitoring and Evaluation
MEDS	Mouvement des entreprises du Sénégal
MEF	Ministère de l'Economie et des Finances
MEPN	Ministère de l'Environnement et de la Protection de la Nature
MOU	Memorandum of Understanding
MSU	Michigan State University
NBEE	National Business Enabling Environment
NCNW	National Council of Negro Women
NGO	Non-Governmental Organization
NRM	Natural Resources Management
NSPA	Ngouda Semences et Produits Agricoles
NYIGF	New York International Gift Fair
ONAPES	Organisation Nationale des Producteurs et Exportateurs de Fruits et Légumes du Sénégal
OPIC	Overseas Private Investment Corporation
PAMER	Projet d'Appui aux Microentreprises Rurales
PDMAS	Programme de Développement des Marchés Agricoles du Sénégal
PP	Polypropylène
PPIAF	Public-Private Infrastructures Advisory Facility
PPIP	Projet de Promotion des Investissements Privés
PPP	Public-Private Partnership
PR	Public Reforms
PRGF	Poverty Reduction Growth Facility
PRU	Public Reforms Unit
PSI	Policy Support Instrument
PSWG	Donors Private Sector Working Group
R & D	Research and Development

RESENTEX	Réseau Sénégalais du Textile
SAGIC	Support for Accelerated Growth and Increased Competitiveness
SEPAS	Sénégalaise d'Exportation et de Services
SIDIM	Salon International du Design de Montréal
SMEs	Small and Medium Enterprises
SODEFITEX	Société de Développement des Fibres Textiles
SOW	Scope of Work
SPRS	Second Poverty Reduction Strategy
SSF	Sub-Sector Strategic Framework
SSSP	Sub-Sector Specialists
RTS	Radiodiffusion Television Sénégalaise
STTA	Short Term Technical Assistance
TDA	Trade and Development Agency
TOT	Training of Trainers
UN	United Nations
UNACOI	Union nationale des commerçants et industriels du Sénégal
UNIDO	United Nations Industrial Development Organization
USAID	U.S. Agency for International Development
USAID EG	USAID's Program on Economic Growth
USDA	United Department of Agriculture
USG	United States Government
WATH	West Africa Trade Hub
WBI	World Bank Institute
WHEPSA	Women's Health Education and Prevention Strategies Alliance

I. EXECUTIVE SUMMARY

This third annual report covers the period from October 1, 2007 to September 30, 2008, for the first Task Order (Task Order #1) known as USAID's Program on Economic Growth (USAID EG) under the SAGIC IQC, which covers three components: Business Development Services (BDS), Public-Private Partnerships (PPPs), and Public Policy Reforms. All three components made significant progress in reaching expected results and milestones during the period. Most importantly, the program is highly respected among the GOS, the private sector, stakeholders, partners, and donors in its leadership role in all three components.

I.1. BUSINESS DEVELOPMENT SERVICES (BDS) COMPONENT

I.1.1 ACTIVITIES IMPLEMENTED 2007/ 2008

The Business Development Services component continued to focus its approach on supporting selected growth oriented sub-sectors using a value chain methodology combined with market-based strategic interventions. The sub-sectors supported in 2007 were eight: cashew, mangoes, bissap, neem bananas, gum Arabic, dairy and artisanal textile. In 2008, three new sub-sectors were added organic and fair-trade cotton, sesame, and fonio. However, the work on bananas, neem, and Gum Arabic slowed and the dairy sub-sector work was limited to a value chain analysis and a stakeholder meeting. The activities planned under the Cotton Improvement Initiative accelerated in 2008 to include cotton, sesame, fonio, artisanal textile, and bissap. In addition, BDS supported a regional study on natural dyes and initiated a needs assessment study on women entrepreneurship in three sub-sectors: bissap, fonio, and artisanal textile.

I.1.2. ACCOMPLISHMENTS

The BDS component completed three more value chains in 2007-2008 (in addition to the four completed in 2006-2007). These included dairy, sesame, and fonio. In addition, an MBA student at ISM initiated a value chain study on gum Arabic that was supervised and guided by the BDS Advisor, Dr. Patrick Nugawela as part of the outreach to the academic community. Following the completion of these value chain studies, USAID EG continued to work with different stakeholders in the various sub-sectors to implement strategic interventions that would bring about systemic change across the sub-sectors supported, to increase competitiveness, and to expand investments by the private sector. Since October 2007, the component implemented strategic initiatives in several sub-sectors and achieved impressive results.

Bissap: EG continued to implement pilot models with ASNAPP, BAMTAARE and other producer organizations to promote, commercial production of bissap seeds, and bissap for local and export market, dissemination of best cultivation practices, and support to organize sub-sector associations. More than 5 000 producers were trained on more scientific cultivation techniques for bissap. Also, EG promoted cultivation of organic bissap with ASNAPP. For the first time, assistance was provided to bissap exporters to organize a trade association. Technical assistance was provided for improving processing techniques and to improve packaging. The Fruit Processing Enterprises Association FP2A, which was supported by EG, produced an appropriate bottle for fruit juices that is now available in the market. Bissap is also promoted in the cotton-producing zone as an alternative crop for diversification.

Cashew sector: The cashew sub-sector work was supported through strengthening local capacity for training on quality in 2008. Special training programs were conducted in Sokone and Ziguinchor areas to train producers and traders on assessing cashew quality for export to the Indian market. During 2008, more than 47 trainers and 940 producers and others were trained on quality improvement for cashew raw nuts and post harvest technologies. The training was further strengthened through use of media and information programs disseminated via community radios in four languages in the Sokone and Casamance areas. Reports indicate that more than 300,000 persons in Casamance listened to the cashew information programs via community radios. Because of the increase in quality, the quantity of cashew raw nuts exported hit a record high this year, estimated to be 30,000 tons or more than a 100% increase over the level for 2007. This translates into an export value of more than US\$ 22 million in 2008.

Technical assistance was extended also to upgrade small cashew processing units. One woman owned processing unit in Ziguinchor, GIE Beye Counda was given assistance to export cashew nuts to the Gambia.

Mangos: Support continued with the campaign against fruit flies. Training programs provided information on simple methods on how to fight against fruit flies. In addition, a training program was conducted over radio RTS covering the whole country every Wednesday during the season aimed at producers and to make everyone aware of the fruit flies problem. In the Niayes region, a pilot training program reached 1000 farmers. In addition, the EG supported ONAPES to certify small plantations covering 300 farmers for export of mangos to Europe. USAID EG is also continuing to assist the meeting of the fruit flies committee, work with the University of Thiès for scientific database on fruit flies and to promote value addition of mangoes particularly through drying for local and export market. USAID launched a new task order with Virginia Tech on mango pests to complement the on going activities. Support to the sector is now beginning to be visible and it is reported that exports of fresh mangoes have increased in 2008 and it will be more than 8000 tons.

Fonio: The program supported the production of fonio seeds developed by ISRA /Kolda, with the farmers in Kolda. In addition, USAID is actively involved in promoting linkages between producers and the private sector particularly in Koussanar with ENDA and Koba Club in Kédougou.

Gum Arabic: A preliminary value chain analysis was done by a student of the Institut Supérieur de Management (ISM), under an MBA program and is expected to be completed in 2008. In addition, contacts with Indian importers and Senegal private sector were facilitated to prospect export market for gum Arabic in the Middle East and in India.

Dairy: Land O' Lakes completed the dairy value chain analysis. The sub-sector stakeholders validated the study at a meeting held in early 2008, and implementation of the recommendations of this sub-sector is still pending.

Bananas: Work on this sector in 2008 was limited to a finalization of a Manual on best cultivation practices.

Sesame: The support program for Sesame sector is supported under the Cotton improvement Initiative. Under the sesame program, a number of pilot projects are ongoing with the private sector ANI, SENECONEX, Junior enterprises, and NGOs such as ENDA, GADEC, etc to promote commercial production of sesame for local processing and exports. This sector has attracted French, Chinese, and Indian investments. The USAID EG program facilitated the publication of a guide on best cultivation practices for sesame. USAID EG also plans to carry out a competitiveness study on the sub-sector.

Cotton: Work on the cotton sub-sector focused on value addition of conventional cotton in 2007. However, in 2008, USAID EG is supporting three pilot programs. These programs include promotion of production of organic and fair-trade cotton, and program to control contamination of seed cotton from PP bags. USAID EG in partnership with SODEFITEX conducted a number of training programs for farmers and produced training manuals in local languages for bio and fair trade cotton production.

Artisanal textile sector: Under the artisan textiles sector programs, a number of activities were implemented during 2008. A program to promote hand spun yarn made from organic cotton for local and export market in the Villages of Koussanar under the Cotton Improvement Initiative was implemented with ATA assistance. Several of pieces of hand-operated equipment –spinning wheel, carders etc, were introduced through USAID EG program and ATA conducted training on hand spinning aided by a trainer from Mali. A feasibility study on hand spinning of organic cotton was also conducted. In addition, several other activities were carried out during 2008 to support growth in the artisanal textile sector. ATA organized two buyers' trips to Senegal by US importers, resulting in exports of \$14,286 for handicrafts and exports of soft toys to a value of CFAF 12 million, or about US\$ 28,500 in 2008.

Finally, the BDS component carried out a preliminary needs assessment of women entrepreneurship in 3 sub-sectors: bissap, fonio, and artisans textiles and also carried out M and E of all the value chains supported in 2007-2008.

I.2. PUBLIC PRIVATE PARTNERSHIPS COMPONENT

I.2.1. ACTIVITIES IMPLEMENTED 2007/ 2008

The potential is enormous for creation of PPPs in delivery of social services and education, development of infrastructure, construction of government buildings, natural resource management, tourism and other sectors. Because of many constraints detailed in the report, this potential is not yet realized in Senegal. Most importantly, there is an absence of a government wide policy to develop PPPs.

Over the period EG defined the basic steps for development of a PPP based on international best practices:

- 1) Adoption of the terms of reference
- 2) Selection of a consultant
- 3) Conduct of feasibility studies
- 4) Adoption of the request for proposal document
- 5) Issuance of the request for proposal.
- 6) Selection of Private Partner

I.2.2. ACCOMPLISHMENTS

Negotiations advanced on the two PPPs being developed but both became blocked during the period.

For the Cold Storage and Packing Facilities, the private partner refused to provide information to complete the contracting process. No explanation was given for this. Finally, the Ministry of Agriculture is expected to cede management of the facilities to the newly formed Fondation Origine Senegal-Fruits et Legumes that will eventually have responsibility for the export of all fruits and vegetables.

The negotiations to complete the PPP for the Niokolo Koba National Park (PNNK) did not progress but USAID will continue to work closely with the Ministry of the Environment and Nature Protection to find a solution that will ultimately save the deteriorating park. The private partner, African Parks Foundation, manages parks in 5 African countries that had been damaged to almost irrecoverable levels and in as dire situation as PNNK.

EG held ad hoc meetings with the public and private sector and donors to keep an informal dialogue open on PPP development even though no progress was made with the formal or official dialogue. The Private Sector Working Group of Donors tasked USAID to improve the formal or official dialogue during the year.

The first draft of a legal and regulatory manual, which includes all laws pertaining to the development of PPPs, was received and reviewed by a small committee, which provided suggestions to the legal expert working on the report. Once the final report is completed, a larger committee of stakeholders will review and validate it.

I.3. POLICY REFORM COMPONENT

I.3.1. ACTIVITIES IMPLEMENTED 2007/ 2008

Donors continued to be frustrated at the slow pace of the implementation of the Accelerated Growth Strategy (AGS). The stakeholders validated the AGS in early 2007 but the act laying down the basic principles for the Accelerated Growth Strategy (AGS) was signed a year later by the President and Prime Minister. It was only in July 2008 that the Permanent Secretary was officially confirmed to manage the implementation and monitoring of the AGS. EG provided financial assistance to the Secretariat for its communications and outreach activities in order to disseminate information countrywide to stakeholders through a series of workshops and seminars in each of the 10 regions in Senegal.

I.3.2. ACCOMPLISHMENTS

For the second policy reform milestone, USAID EG pursued the finalization of additional regulatory actions towards implementation of the 1997 Labor Code. However, there was a significant delay in sending the request for technical assistance to USAID by the GOS. Work began on preparation of the completion of the remaining 29 decrees and arrêtes or legal steps needed to implement fully the Labor

Code, which is expected to be completed by the date of the Presidential Investment Council (CPI) in November 2008. Each of the preceding CPI meetings cited labor as an impediment to investment and a factor in the lack of competitiveness for the country. This has also affected negatively Senegal's ranking on the Doing Business Report indicator "Employing Workers."

With the technical assistance provided by USAID EG to reduce the number of days for starting a business from 58 to 8 days, and the support given by the World Bank to make it easier to register property and trade across borders, Senegal moved up a full 19 slots from 168 to 149 of the 181 countries in the World Bank's *2009 Doing Business Report*. Therefore, *Senegal* was named as one of the top 10 reforming countries in the world. The top 10 are, in order of the number of reforms, Azerbaijan, Albania, the Kyrgyz Republic, Belarus, Senegal, Burkina Faso, Botswana, Colombia, the Dominican Republic, and Egypt. Now that Senegal is one of the top reformers, the GOS must continue to keep the momentum and to build on the results achieved.

2. INTRODUCTION

This third annual report covers the period from October 1, 2007 to September 30, 2008 for the USAID/Senegal Support for Accelerated Growth and Increased Competitiveness (SAGIC) program. On December 12, 2005, USAID/Senegal awarded International Resources Group (IRG) a single award IQC to provide technical expertise and management in areas related to accelerated growth, increased competitiveness, and trade. The IQC has the following four components:

- Development of strategic sub-sectors using a Business Development Services (BDS) model or other state-of-the-art intervention, to promote increased trade, especially AGOA-related trade.
- Development of public-private partnerships that attract investment for efficient delivery of public goods or services.
- Policy reforms for improved business environment.
- Fiduciary services/management services and building Government of Senegal (GOS) capacity.

The first Task Order, which was enhanced to include the Senegal Cotton Improvement Initiative, is known as USAID Program for Economic Growth (EG) and covers three components:

- Development of strategic sub-sectors using a Business Development Services (BDS) model or other state-of-the-art intervention, to promote increased trade, especially AGOA-related trade.
- Development of public-private partnerships that attract private investment for efficient delivery of public goods or services.
- Policy reforms for improved business environment.

This report contains progress and results achieved during the third year of the project. The principal activities and accomplishments are presented in detail for each of the following components: Business Development Services for export competitiveness; Public Private Partnerships; Policy Reforms; and the crosscutting components: Monitoring and Evaluation and Communications and Outreach.

2.1 PROGRAM OBJECTIVES AND STRATEGY

SAGIC is an IQC which builds on USAID/Senegal's successful work on competitiveness enhancement, the considerable potential of the \$200 million African Global Competitiveness Initiative announced by President Bush in 2005, successes of the West Africa Trade Hubs in Dakar and Accra, the Agricultural and Natural Resource Management Program known as "Wula Nafaa" which helps local communities to increase trade in non-traditional and natural resources, the Digital Freedom Initiative and the Government of Senegal's own program on accelerated economic growth.

The Government of Senegal (GOS) has recognized the importance of a vibrant and competitive private sector, and has developed an Accelerated Growth Strategy, which USAID/Senegal supports. The GOS also recognizes that the key to development is attracting private investment. The challenge is to identify the strategic areas that have the proper conditions to yield the most impact on economic growth in Senegal.

2.2 ADMINISTRATIVE UPDATE

2.2.1. TASK ORDER #1 ECONOMIC GROWTH

- A) During the period the PPP advisor, Amadou Kebe returned to his post at the Ministry of Finance.
- B) The Work Plan was submitted and approved by USAID.
- C) USAID signed Task Order #3 on May 27, 2008: DFI Using ICT to help Small Medium Businesses to Grow, which is expected to be completed by September 30, 2008.
- D) Proposal for Task Order #4 on Strengthening Key Value Chains in Senegal was submitted to USAID on August 10, 2008.

3. BUSINESS DEVELOPMENT SERVICES FOR EXPORT COMPETITIVENESS

3.1. TARGETED RESULTS AND PLANNED ACTIVITIES

3.1.1. GENERAL CONSIDERATIONS

THE BDS COMPONENT

Major activities are focused on supporting selected growth oriented sub-sectors using a value chain approach combined with market-based strategic interventions to deliver business tools and techniques designed to address sub-sector and individual firm weaknesses, to increase their competitiveness, and enhance business revenues by removing policy or regulatory barriers, or by enhancing efficiency. Sub-sectors supported are cashew, mangoes, Bissap, woven textiles, bananas, neem and gum Arabic, sesame, fonio, dairy and value added cotton. The component also commenced work in 2008 on crosscutting issues linked to sub-sectors, such as gender, which would focus on entrepreneurship development and policy issues within the value chains.

In 2008, the component continued to play a catalytic role by mobilizing private and public sector stakeholders in initiating the implementation of strategic interventions identified through value chain analyses to support the growth of selected sub-sectors. These interventions were further strengthened through conceptualizing, designing, packaging, implementing, and managing business development pilot programs in selected sub-sectors. About 14 pilot projects were conceptualized across the value chains and specialized studies on new value chains on sesame, fonio were carried out in addition to studies on gender and use of natural dyes in artisanal textile sector.

The activities implemented during this period cover the strategic interventions in the selected sub-sectors initially in Task Order N° 1 and included the activities related to the five sub-sectors targeted under the “Initiative for Cotton Improvement in Senegal” that started in January 2007.

STAFF COMPONENT

The BDS component is managed by Dr. Patrick Nugawela, Business Development Business Advisor and Value Chain Expert, assisted by Christophe Poublanc (BDS expert), Massamba Diop & Simon Gomis (national BDS experts), Thierno Kanté, Youssou Diagne and Sidy Guèye Niang (national experts in cotton and agricultural diversification implementing the Initiative for Cotton Improvement in Senegal).

In addition, other national and international facilitators and consultants have provided short-term technical assistance to support the implementation of the component during the reporting period in the following sub-sectors: cashew, bissap, mangoes, dairy and dairy products, fonio, sesame and artisanal textile.

TECHNICAL STAFF	<u>Technical Advisor</u> Dr Patrick Nugawela
	<u>BDS Experts</u> - Christophe Poublanc - Massamba Diop - Simon Gomis Cotton Expert -Thierno Kanté Agriculture Diversification Experts -Youssou Diagne - Sidy Guèye Niang
SUPPORT TEAM:	IRG, J. E. Austin Associates Inc, Enterprise Works, Land O' Lakes, Aid To Artisans-ATA.

3.2. ACTIVITIES PLANNED FOR 2007 -2008

Under support to the selected sub-sectors, the BDS component approach includes:

- Continued review of selected value chains in terms of supporting growth and strategic initiatives to support business growth;
- Designing, packaging and facilitating the implementation of key strategic interventions critical to improving market competitiveness of the sectors through pilot projects;
- Involving the sub-sector stakeholders in the design and implementation of strategic interventions to support the growth of the value chains;
- Strengthening the links between the other project components as they relate to creating an enabling environment for attracting investment and increasing competitiveness;
- Developing synergies and focused efforts between private and public initiatives, increasing market competitiveness and implementing replicable pilot models (introducing best practices through training, information, linkages, and media education);
- Linking commodity markets and processors with producers and intermediaries;
- Supporting technology development and transfers through farmer field demonstrations, post-harvest handling and information;
- Facilitating the strengthening of sub-sector organizations, and encouraging private-sector based commercial production promotion and input supply;
- Promoting market and product development, quality improvement and investment promotion

The BDS Component of the USAID Program for Economic Growth:

- Plays a catalyst role of facilitator for the promotion of growth in sub-sectors
- Monitors the activities of several sub-sectors ;
- Continues to be a platform for stakeholders from the sub-sectors to meet
- Plays a catalyst role for promoting private investments for growth in the selected sub-sector.

3.3. TARGETED RESULTS

The BDS component's work plan for the period of October 2007 to September 2008, focused on targeted results to meet the following:

- Increased growth performance and consolidation of three (3) value chains supported since 2006: bissap, mangos and cashew;
- Increased performance of woven textile export oriented enterprises combined with development of value addition for cotton;
- Facilitate an increased performance for bananas, gum Arabic, and neem sub-sectors in the local and export markets,
- Implementation of the Cotton Improvement Initiative and Diversification of the Agricultural Economy in the cotton producing areas.
- Local capacity building and addressing crosscutting issues related to value chains
- M and E, reporting and communications strategies for BDS activities

All the activities and tasks designed under the above results for 2007 / 2008 took into account the assessment criteria expressed through the following 18 indicators for the BDS component:

Summary of quantified targets to confirm from October 2007 to September 2008 of the BDS component based on the indicators established under the program

Indicators	2008Targets
1. Dollar ratio of USAID investments by firms benefiting from USAID assistance	1 to 4
2. Number of value chain analyses completed	3
3. Percentage increase of exports by companies benefiting from USAID assistance, using AGOA authorities and advantages	7
4. Increased value of non-AGOA exports by companies benefiting from USAID assistance	\$ 800,000
5. Number of entities benefiting from USAID technical assistance	2,000
6. Number of beneficiaries from project support to selected sub-sectors	2,200
7. Amount of incremental investments in supported sub-sectors under USAID technical assistance	170 Million CFAF
8. Total annual value of sales of USAID-assisted firms	\$15 million
9. Number of participants in USAID-supported trade and investment capacity building training sessions	2,500
10. Number of firms receiving capacity building assistance to export	2,000
11. Number of agriculture related firms benefiting directly from USAID-supported interventions	2,000
12. Number of women's organizations/associations assisted as result of USAID's interventions	10
13. Number of business organizations, and trade and business organizations receiving USAID intervention	80
14. Number of "full time" jobs created by USAID-assisted firms	950
15. Number of firms receiving USAID-supported assistance to improve their management practices	200
16. Number of individuals who have received USAID-supported short term agricultural sector productivity training	1,950
17. Increased value in export of cotton products (end of 2008)	\$300,000
18. Increase in income of selected products (end of 2008)	\$200,000

3.4. PROGRESS ACHIEVED

SUMMARY OF STRATEGIC INTERVENTIONS CONDUCTED IN THE SUB-SECTORS FROM OCTOBER 2007 TO SEPTEMBER 2008

COMPLETED VALUE CHAIN ANALYSES: FONIO, NEEM, DAIRY, SESAME •

Bissap: Pilot programs with private sector partners such as BAMTAARE and producers' organizations to promote commercial cultivation of Bissap seeds and bissap. More than 5 000 producers trained in bissap production techniques. Facilitation of partnership between producers and buyers. Capacity building of professional associations. Technical assistance to the processors' federation for the development of appropriate packaging for proceeding products. Assisted the processing units to secure their supply and develop new products.

Cashew: Training on the quality of cashew nuts and development of a radio program with RTS Ziguinchor and the community radios to disseminate techniques for improving the quality of cashew nuts, and the linking of marketing companies for export of the raw nuts. The 2008 exports of cashew nuts exceed 30,000 tons for a value of more than US\$ 22 million.

Mangos: Support to stakeholders in the fight against fruit flies. Pursuit of trainings in the field and sensitization through the radio on adapted techniques to fight against fruit flies. Preliminary studies on development of mango drying techniques in partnership with ITA. Certification of more than 300 plantations for export production. More than 8 000 tons of total exports expected in 2008.

Artisanal Textile: Development of a pilot-spinning program in Koussanar village for organic and fair-trade cotton. Sensitization of the entrepreneurs on the new trends particularly natural dyes. Facilitation of links between local artisans and USA importers.

Fonio: Support for the seeds production program developed by ISRA / Kolda in partnership with the producers. Training of the Kédougou producers in production techniques. Facilitate the development of commercial relationships between processors and producers in Koussanar and Kédougou. Improvement of the pre-coked fonio quality in order to better position this product in the local and international levels.

Gum Arabic: To facilitate, in collaboration with the "Institut Supérieur de Management" (ISM) a preliminary analysis of the Gum Arabic value chain study under ISM's MBA program under the supervision and guidance of the BDSA. Linking of processing enterprises and exporters of raw products with importers from India.

Dairy: Organization of a workshop of exchange and sharing the value chain analysis completed by Land O' Lakes --. Definition of strategic interventions to be conducted at the level of the following critical aspects: i) Improvement of the milk collection system; ii) improvement of animal feed and health) and support to small enterprises for milk processing and distribution.

Banana: Development of a training manual on techniques of modern planting, harvest and post harvest of bananas.

Sesame: Development of a technique on sesame production sequence in collaboration with GADEC and development of pilot programs for commercial production of sesame in partnership with private enterprises and producers' organizations.

Cotton : Strategic interventions initiated to increase cotton value added: i) Production program of organic and fair trade cotton, ii) Program of fight against cotton contamination by PP. Training manuals on organic cotton and fair trade cotton developed and translated into local languages. **Natural Dye:** Completion of a sub regional study on natural dyes. Workshop planned for November 2008

ACTIVITIES IMPLEMENTED AND KEY RESULTS BY SUB-SECTOR FROM OCTOBER 2007 TO SEPTEMBER 2008

CONSOLIDATION AND INCREASED GROWTH PERFORMANCE OF THE BISSAP, MANGOES, AND CASHEW SUB-SECTORS

A. BISSAP SUB-SECTOR

A.1. CRITICAL ASPECTS OF THE BISSAP VALUE CHAIN ANALYSIS

USAID EG focused its activities in 2007/2008 on critical aspects of strengthening sub-sector growth through the following programs:

- Promotion of the production of certified seeds by private enterprises.
- Improvement in the productivity of the bissap cultivation (yield per hectare).
- Dissemination of best cultivation practices for organic bissap.
- Improvement in the quality of processed products and promotion of processing.



Bissap cultivation program in Louga 2007

A.2 ACTIVITIES IMPLEMENTED UNDER THE BISSAP SUB-SECTOR

Promotion of commercial bissap cultivation

USAID EG facilitated the implementation of several strategic interventions in the bissap sub-sector during 2007 in collaboration with strategic partners particularly NSPA, BAMTAARE and ASNAPP, as well as supporting activities for processing with FP2A (Fédération des Transformateurs des Produits Agricoles). These strategic activities covered the following aspects:

- Certified seeds production program by Ngouda Semences et Produits Agricoles (NSPA) in partnership with small producers of Thiallé in collaboration with ISRA for the provision of pre-base seeds and DISEM for the control and certification.
- Productivity improvement program with BAMTAARE to test and to determine the optimum dates for sowing, the intervals within and between the rows, and the optimum fertilization dose in order to improve the bissap best cultivation practices. The second activity consisted of disseminating bissap production techniques in order to improve yields and to position commercial bissap cultivation as an option for agricultural diversification.
- Disseminating information on organic bissap cultivation with ASNAPP essentially for training of women's groups in the regions of Louga, Thiès, and Kaolack and to develop the organic bissap market for exports.

These new programs enabled EG to obtain the following results:

- 839 ha of bissap cultivated – as a cash crop
- Average yield of 250 kg / ha compared with 100 to 150 the preceding years
- 5060 producers trained including 4932 women
- 190 villages benefited from training and advisory support on bissap production
- Total production estimated at 84 912 kg (84,9 Tons)
- About 411 425 328 F CFA of income generated by the entire partner producers, processors and exporters of bissap

Promotion of bissap processing activities for Value addition

USAID EG initiated during the reporting period, several activities to support Bissap processing, mainly:

- Improvement in standards for the Maria Distribution processing unit. This support included designing and manufacturing packaging labels for eight (8) products in order to improve their presentation.
- Facilitated the establishment of a partnership between the Koussanar producers and this unit for securing its supply of raw material.
- Technical assistance to the Fédération des Professionnelles de l'Agroalimentaire (FP2A) that enabled the development of an appropriate container for the 33 members of this federation.



**Maria Distribution Unit-
Products in the new**

Highlights of the value added support program:

- **Improvement in the preservation of products' shelf life duration**
- **Increase in income for the processing units**
- **Development of a new source in income for FP2A: more than 200 000 bottles sold with a royalty per bottle of 25 F CFA going to the federation.**
- **Development of a new product and creation of a market for a private Senegalese company to manufacture containers or bottles.**

Facilitation of exchanges between actors

To facilitate collaboration and share experiences among the different key sub-sector players, EG organized a stakeholders' meeting on the 7th of February, 2008 at the Hotel Ngor Diarama. More than 70 stakeholders attended the meeting during which a study on the market for bissap products in the United States was presented.

At the end of the workshop, the stakeholders were committed to work on the following strategic initiatives:

- Strengthening the dialogue among the players of the sub-sector,
- Sensitization of the players to improve sub-sector competitiveness,
- Securing supply of certified seeds,
- Promotion of the commercial cultivation of organic bissap for niche markets,
- Promotion of processing and new product development.



**Working group on packaging
processing**

A3. ACTIVITIES UNDER IMPLEMENTATION

USAID EG is continuing its support to implement the following on going programs:

- Support to the Fédération des Producteurs de Bissap « FEBI »:to improve the FEBI capacity to provide services to its members,

- Pilot program with Agricola International in Louga to carry out tests of cultivation under irrigated and non irrigated bissap production,
- Pursuit of the program for disseminating information organic bissap cultivation with ASNAPP for niche markets

The following results expected from these programs:

- More than 5000 ha of bissap cultivated
- 8000 producers involved
- Extension of bissap cultivation to new zones
- Increase of national bissap production

B. CASHEW SUB-SECTOR

B.1 CASHEW SECTOR PERFORMANCE IN SENEGAL

Since 2006, the cashew sector in Senegal demonstrated an increasingly important export oriented value chain. A study in 2006 estimated that production of raw nuts exceeded 15,000 tons of which more than 95% were exported. In 2007, there was a significant fall in world prices for cashew nuts, but the exports from Senegal increased to more than 20,000 tons though the farm gate prices were lower than CFAF 200 per kg. The value of exports in 2007 was originally estimated by EG to be US\$ 7.2 million. However, final numbers at the end of the season showed export income of \$10 million for the period. The preliminary data collected in 2008 for Senegal show that exports increased to more than 30,000 tons of raw nuts. The prices offered to Senegalese producers towards the end of the season reached CFAF 350 to 400 per kg, which were significantly above the 2007 level. This translates into an FOB price of US\$ 750 per ton on average at the Banjul port from where more than 90% of Senegal's crop is exported. Therefore, exports of 30,000 tons of raw nuts at an average price of US\$ 750/ton would generate export revenue of US\$ 22.5 million for Senegal in 2008. Towards the end of the season (August 2008), the FOB price increased above US \$1000 per ton in India.



“Jambo” cashew variety –Rufisque

Using the lower price (US\$ 750 per ton), results in a very conservative estimate of US\$ 22.5 million in export revenue for the cashew subsector in 2008. Nonetheless, the result represents a significant increase (120%) in export revenue over the 2007 level, which had been estimated at US\$ 10 million

Looking at the available statistics, the cashew sector for Senegal has been generating increasing income without much investment made over the past years. However, the sector has attracted within the past two years an increasing interest in investment and mobilization of resources through:

- The presence of a larger numbers of seasonal buyers as never before from India
- Mobilization of working capital to buy raw nuts through inflow of foreign funds or through local banks.
- Heavy competition for purchase of raw nuts for exports

- Increasing interest for new plantations and proper maintenance of existing plantations
- Reduction of availability of raw nuts for local processing

Export income from cashews in 2008 in Senegal increased significantly for many reasons:

- Increase of import prices in the Indian market due to a shortage of supply and competition with Vietnam that also started purchasing raw nuts from other countries for processing.
- Heavy competition among Indian buyers because of the improved quality based on proper post harvest practices such as drying and using jute bags,
- More knowledgeable Senegalese producers who understand the value of their product and can negotiate higher prices.

The improved quality and the awareness by the producers of market prices result from the significant role played by EG during the last two years based on training programs, information dissemination in the field, and the use of media programs for training in 4 languages on how to improve the quality of the nuts.

B.2 USAID EG FOCUS ON CASHEW SECTOR VALUE CHAIN

USAID EG through value chain analysis identified three main areas of strategic initiatives in the cashew sector in Senegal:

- Focus on improvement of quality of raw nuts for export. This included post harvest improvements, storage, and transportation.
- Work on improving productivity of cashew production and
- Support to improve local value addition through processing by shelling and roasting the raw nuts and cashew apple processing.

The BDS component, focused activities during 2008 mainly on:

- The stakeholders' consultative process and support to organize the sector at different levels in Sokone and Casamance.
- The further extension of improvement programs for the quality of raw nuts through continuing training via training of trainers in the field and using media.
- Development of local value addition through increased processing activities.
- Developing access to business development services for all stakeholders in the sector.

B.3 CASHEW QUALITY IMPROVEMENT PROGRAMS

EG continued to use the training manual on cashew quality developed in 2007 to sensitize producers, collectors, and traders of raw nuts during the 2008 season. The program used the services of trainers trained in 2007 to travel to the field and made heavy use of radio broadcasts to air training programs in four local languages on quality improvements. The main activities implemented were:

- Wider dissemination of the cashew quality-training manual developed in 2007. This manual, written in French, is used also by other countries through WATH Ghana, which posted it on the ACA website, and



Drying of raw nuts in a processing unit in Diouloulou

private exporters in the Gambia, Benin, Nigeria, and Ivory Coast. Recently USAID/ Tanzania requested copies in English. One of the stakeholders (SENECOMEX SARL) recently translated the manual into English that will be available shortly.

- Continue to implement training of trainers (TOT) programs on the production of quality raw nuts and to train producers in the Casamance and Sokone areas. The success achieved in promoting quality improvement sent a clear signal to buyers' world wide that Senegal's cashews are of very high quality and competitive in the international markets.

The contents of the training program in the field in Sokone and Casamance on cashew quality included:

- Information on the notion of value addition
- Training on post harvest maintenance of plantations
- Training on drying
- Development of standards for raw nuts

The training programs were implemented through the following stakeholders:

- Sokone : Fédération des Producteurs de la Zone de Passy, Fédération des Transformatrices d'Anacarde de la Région de Fatick and the Réseau des Collecteurs de la Zone de Sokone
- Ziguinchor : Association des Producteurs de la Zone de Samine et d'Oussouye,
- Association des Transformateurs d'Anacarde de la Casamance



Session on quality improvement by technical trainers trained by USAID EG in Sokone

B.4 SUPPORT TO SMALL SCALE PROCESSORS

EG provided technical support to improve the performance of the processors, and to facilitate the development of partnerships between the processing units and commercial enterprises in order to increase their market at the local and export level. The GIE Bèye Counda in Ziguinchor received training and support to improve the quality of its product and to establish a partnership with SENECOMEX (Exporter for the supply of raw nuts and for the marketing of kernels in the Gambia and Morocco). GIE ElyBee through its subsidiary CSPH (Commerce Solidaire pour les Personnes Handicapées) benefited from USAID EG technical assistance for the quality control from small units which are doing processing for the first time for GIE Ely Bee. Handicap International facilitated the collaboration between GIE Ely Bee and the small processing units for the sale of 10 tons of kernels from the Casamance under the Fair Trade label in stores of the French distributor, MONOPRIX.



Women shelling in Bèye Counda Unit - Ziguinchor, June 22, 2008



Cashew Cutting at GIE BeyeCounda- Ziguinchor, June 22, 2008

B.5 DEVELOPMENT OF A RADIO PROGRAM FOR TRAINING, SENSITIZATION, AND INFORMATION ON THE QUALITY OF RAW NUTS

The radio program complemented the training on the quality of cashew nuts conducted in the field, essentially in the main cashew producing zones:

- In the Sokone zone , the program was organized and broadcasted by the community radio of Sakouta which covers 90% of the cashew production zone
- In the Casamance (Ziguinchor/Kolda) zones, the program was organized by RTS and broadcasted simultaneously on the following community radios: Yiruwa FM of Tannaf, Kuma FM of Samine, PKumel FM of Goudomp, Kabissa FM of Oussouye and FM Awagna of Bignona
- The radio programs were highly regarded by the stakeholders in Ziguinchor. In addition, the private sector and development partners were very impressed by the popularity of these programs among the population.

B.6 OTHER ACTIVITIES CARRIED OUT

- Completed a documentary film on cashew development prospects for Senegal
- Discussions continue on establishing model cashew drying centers with exporters
- Facilitated the supply of planting seeds to promote cultivation of new varieties of cashews in Kaolack and Tanaff
- Dr. Patrick Nugawela, BDSA, visited Guinea Bissau in June 2008 to assess cashew production and to meet with Indian buyers in order to encourage their participation in promoting the growth of Senegal's cashew sector. In addition, he attended the third annual conference of ACA, held in Dar es Salaam, Tanzania in September 2008 where he presented a summary of the work done on the cashew sector in Senegal.
- EG obtained approval from the Director of the Cashew Research Center of the Kerala Agriculture University in India to train Senegalese in developing cashew plantations of high yielding varieties, and producing cashew apple juice. EG intends to send a several Senegalese experts to Kerala for this purpose in 2009
- Discussions held with Mr. Hari Nair, Managing Director of Western India Cashew Company, which is one of the India's largest raw cashew importers to consult with EG in order to develop a cashew-processing program. Mr. Nair is a well-known expert on cashews.
- Prepared a cashew-training poster to educate producers on post harvest techniques that will be published before the next season and distributed.

B.7 SUMMARY OF RESULTS OF THE CASHEW SUB-SECTOR PROGRAM

Capacity building and training

The following table summarizes the number who received training:

Cashew quality trainers trained and beneficiaries 2007/2008

No	Region	Trainers Trained		Producers and other benefited	
		2007	2008	2007	2008
1	Ziguinchor	120	00	219	608
2	Sokone (Session 1)	31	47	140	332
	Total	151	47	359	940

Increased export revenue

The volume of cashew exports nearly doubled in 2008 to 30,000 tons while export revenue increased from US\$ 10 million in 2007 to US\$ 22.2 Million in 2008.

C. MANGO SUB-SECTOR

Following the mango sub-sector value chain analysis, USAID EG committed itself to implement the following activities:

- Discussions between partners to address the key constraints,
- Fight against fruit flies in order to increase exports,
- Promotion of local processing for more value added.

C.I ACTIVITIES IMPLEMENTED

Meeting of the sub-sector stakeholders

One year after launching the “fight against the fruit flies initiative,” EG organized a workshop on December 4, 2007, to evaluate the strategic action plan implemented and to lay the guidelines for 2008 activities to improve competitiveness in the mango sub-sector in Senegal.

H.E. Hamath Sall, the Minister of Agriculture presided over the meeting.

More than 113 participants (producers, exporters, investors, and development partners) attended the workshop. This provided an opportunity for the representative from the national committee for the fight against fruit flies to hand over the national action plan to the Minister.



Handing over of the national project on the fight against the fruit flies for the next five years to the Minister of Agriculture

Support activities to the fight against fruit flies

a) Training of producers in the region of Ziguinchor on fight against fruit flies

EG supported the CARE Canada program under the PASCO II Project in order to ensure better dissemination of information on the fruit fly problem among producers. In this respect, the database developed by the University of Thiès under a partnership with USAID EG was shared with CARE in order to improve the best practices for the fight against fruit flies in Casamance. The program trained 72 trainers charged with organizing sensitization days to disseminate the information and do demonstrations on the techniques to fight fruit flies. This enabled the training of 1000 persons (producers and staff from technical departments), who then circulated the message to sensitize several thousand more stakeholders.



Demonstration of positioning locally made traps

b) Research on the fruit flies by the University of Thiès

USAID EG supported a research program on fruit flies with the following objectives:

- To develop a scientific database
- To define a strategy for an effective and sustainable program for the fight against fruit flies;
- To collect additional information on the basis of which a specific strategy will be developed;
- To identify the species of fruit flies encountered in the Niayes and assess their importance;
- Test the attractiveness of different chemical substances and alternative products which could be used against fruit flies;
- Test the concept of “fight by attractiveness” (with different products) to maintain the fruit flies population at an acceptable threshold; and
- Gather from lab livestock work important information regarding the biology of the *Bactrocera* and the three most representative species of *Ceratitis*.

This program established the scientific database on fruit flies and developed a manual on the techniques for the fight against this pest. In August 2008, USAID provided funding to Virginia Polytechnic Institute & State University (Virginia Tech) to work during 2009 on the development and promotion of integrated management of mango pests in Senegal in collaboration with DPV, EG and University of Thiès.

c) Traceability pilot program in the Niayes zone in partnership with Master Sénégal, an export company and member of ONAPES

The purpose of this pilot program with Master Senegal was to create a platform to support the export of mangos to the European market using Manobi-Senegal’s FRESH FOOD TRACE) platform to ensure traceability. The objectives were to:

- Test a model that can be a solution to two major constraints which hamper the growth of the mango sub-sector:
 - (1) Poor management in the quality of mangos, and maintenance of the plantations,
 - (2) Lack of organization of the marketing channels within Senegal;
- Build the organizational capacities of the mango sub-sector’s players for the marketing of quality products.
- Contribute to the strengthening of small producers’ organizations operating in the Niayes zone by providing training that in the future may give them a recognized certification on export quality.

The FRESH FOOD TRACE platform, which is web based, will enable potential buyers of mangos in Europe to follow the whole production chain, right from where and how the mango was grown to as far as the company that is offering them for sale. The information provided on this web based platform, is comparable to the quality criteria defined by GlobalGap (formerly known as EurepGap); a European certificate that guarantees phytosanitary information into the origin of the product, the way it was grown, the circumstances under which it was grown, the way it was treated (fertilizers, pesticides), and how it was packaged, etc.

The traceability pilot program is a system to identify the agricultural farms supplying mangos for export operating in the Niayes zone. This program identifies their location, production capacity, type of organization and system of phytosanitary controls in addition to other aspects of production and marketing. Small producers receive training to follow the international standards for quality. Should there be a problem such a fly in the container once the mangos reach Europe, the producer is easily traced.

The creation of website space on the Fresh Food Trace certification system with Master Sénégal will serve to provide an information exchange to importers and to monitor all aspects of the export supply from plantation to the arrival of the packed mangos to the market in Europe.

Three hundred (300) small producers are now benefiting from a traceability system that guarantees them the purchase of their production by Master Sénégal.

d) Pilot program to fight against fruit flies and capacity building for « COOPROFEL », a producers' cooperative in the Niayes region

The specific objectives of this program are to:

- develop a strategic action plan;
- upgrade the capacity of the facilitators and producers/trainers;
- share and disseminate information on new techniques in the fight against fruit flies to the 2000 producers;
- test the efficiency of Suneem formula (a natural product using neem oil) on one plantation.

The main activities implemented are:

- Information and sensitization of the members
- Upgrading capacity of the producers/trainers
- Development of selection criteria of the producers
- Choice of additional plots
- Setting up of traps and agrochemical substances
- Design of a strategic action plan

C.2 VALUE ADDED PROMOTION

Promotion of investments in mango processing by the private sector

In 2008, EG initiated activities to promote mango processing by working with investors for development of new high value-added products likely to be in demand in the local and export market. A study tour was organized to visit Burkina Faso in collaboration with ITA and the private sector with the following objectives:

- To establish a partnership-training program with ITA and to induce ONAPES members to invest in mango processing.
- To strengthen the position of ITA as the service provider among the processing units in order to improve the quality of dried mango.
- Identify equipment (types of dryers), and technologies existing in Burkina Faso in order to share information on the best equipment among potential investors in Senegal.
- Determine the investment needed in order to duplicate the Burkinabe model in Senegal ;
- Become knowledgeable with the experience in the organization of associations in order to build the capacities of local actors at the following levels: production, sales, acquisition of know-how, exchange of experiences, access to remote markets, and partnership;
- Have the necessary tools to organize a support program to increase value added.

D. WOVEN TEXTILE SUB-SECTOR AND DEVELOPMENT OF VALUE ADDITION OF COTTON

D.1 USAID EG ARTISANAL TEXTILE SUPPORT PROGRAM SUPPORTED BY ATA

The program in the artisan textile sector implemented by ATA is focused on technical assistance, natural dye research, capacity building, and follow up on the previous year's program of product development and market promotion for export ready enterprises. A pilot project in Koussanar was initiated using organic cotton and is working in ginning, carding, spinning and dyeing, with a particular focus on demonstrating tools and machinery and on replicating successful models as needed.

Project collaborators, Mariama Sylla and Aissa Dione are working on their own synergistic effort in the region. Ms. Dione and Ms. Sylla were hired as consultants by USAID EG to conduct spinning and natural dye research, so their own work will build on ATA's efforts to promote the woven textiles sector. This work focuses on technical assistance in rural areas and on the non-urban supply chain with improved quality of production as a way to offset industrial closings in the textile value chain. Village-based technology, such as the mid-level Indian gin, hand-spinning wheels, and simple good quality cotton carders, have been and expected to be introduced in order to replicate them locally.

D.2 MAJOR ACCOMPLISHMENTS

Pilot Project in Koussanar using organic cotton: Cotton Improvement and Value Addition

- Due to a six-month delay in the signing of the new sub contract, the second phase of the ATA support to the textile program began only in June 2008 rather than in February. During the six months and pending the arrival of the ATA experts, USAID EG financed a feasibility study on hand spinning using organic cotton and another on regional natural dye resources by national consultants, purchased spinning equipment, hired a trainer on spinning from Mali to train women in Koussanar and recruited a facilitator to coordinate the work at Koussanar.
- In response to relatively high production costs in Senegal, the feasibility study initiated by ATA focused on higher-valued export markets that can pay the relatively high costs of improvements in production processes that are required. The focused pilot project invests in technical assistance for the cotton processing value chain so that the final product has the quality commensurate with the price of the goods. The technical assistance includes work in ginning, carding, spinning and dyeing, with a particular focus on demonstrating tools and machinery and on replicating successful models as needed. To achieve this objectives :
- With the Assistance of ATA experts , identified the sources of appropriate cotton hand-processing (ginning and carding), and spinning equipment ;
- EG purchased and installed the recommended two new spinning wheels, hand carders, one Indian Charka wheel, and a drum carder;
- Locally replicated equipment tested, including a Malian bicycle wheel spinning wheel, and a reproduced charka wheel by a local Senegal workshop;
- Developed a work plan for Aissa Dione (a Senegalese textile designer) to implement a organic hand-processing and spinning study;
- Carried out a Spinning Training workshop with the assistance of a spinning trainer from Mali attended by 20 participants from Maccading and Koussanar.
- First trials were carried out to test organic cotton hand processing and spinning by project collaborators Aissa Dione and Laure Brun (a French volunteer with ENDA who has been working with La Fédération Yakaar Niani Wulli de Koussanar) to establish pricing, costing, and capacity baselines. The careful time trials concluded that the new equipment at least doubled the productivity of carding and spinning.

- ATA consultant and textile expert, Docey Lewis traveled with ATA staff member Lauren Barkume to the village of Maccading to assess and test the new equipment and made adjustments to the equipment calibration;
- ATA consultant produced samples of the processed organic cotton to demonstrate the difference in carders and taught new techniques for creating a thick and thin two ply handspun yarn in preparation for future product development targeted towards high end export markets;
- Discussed costing and pricing with the women, and calculated daily rates for the new yarn with the Fair Wage Guide(<http://www.fairtradecalculator.com/>), resulting in a wage much higher than the Senegal minimum wage for the new high end organic yarn;

For the follow-up of the Koussanar Hand spinning project, ATA consultant Docey Lewis recommended:

- improvements to the reproduced equipment and established a partnership with CFTP Senegal/Japan, who will test and improve the prototypes so that a cheaper and more precise machine can be reproduced in Senegal;
- the purchase of additional cotton processing equipment to finalize the feasibility study. The women will each receive their own spinning wheel and set of hand carders. ATA is developing a plan for a microcredit scheme to assist the women in paying for their new equipment over time;



Laure Brun and Aissa Dione At YNW



Using a bicycle wheel spinning wheel from Mali in Maccading



New technique: Docey Lewis teaches the women of Maccading a new thick & thin two-ply yarn



Testing the Indian charka wheel against the Senegal reproduction



New two-ply yarn



3 weights of yarn now possible on spinning wheel



A woman spins on the new wheel in Maccading



New hand carders used by the women in Maccading



Docey Lewis tests and adjusts the drum carder wheel in Maccading



Docey Lewis tests and adjusts the drum carder wheel in Dakar

D.3 PROGRAM FOR NATURAL DYE DEVELOPMENT IN THE ARTISANAL TEXTILE SECTOR

On the recommendation of the ATA consultants EG funded a research study on use of natural dyes in Senegal, Mali and Burkina Faso carried out by a national consultant Mme Mariama Sylla:

- To assist in Mme Sylla's natural dye research, mentorship in Senegal and during the New York International Gift Fair was provided by ATA's international natural dye extract expert, Michelle Wipplinger, textile expert Docey Lewis and staff member Lauren Barkume.
- The final report on natural dyes is being finalized and follow-work is ongoing on development of a Regional Natural Dye Workshop agenda

- ATA facilitated synergies between Mme Sylla and Michelle Wipplinger who are planning to develop new initiatives in natural dyeing outside of the scope of the project
- Mme Sylla will to travel to Seattle, WA for natural dye testing in preparation for the Regional Workshop. Mariama will receive valuable training in natural dye extraction with Michelle Wipplinger and Docey Lewis, who will be volunteering their time.



Docey Lewis, Michelle Wipplinger and Mariama Sylla discuss planning for the Regional Natural Dye Workshop in August 2008 at the New York International Gift Fair

D.4 PRODUCT DESIGN AND DEVELOPMENT SUPPORT TO ARTISAN TEXTILE SECTOR

Assessment & Selection

ATA experts followed up on product development activities with the previously identified artisan enterprises that were introduced to the export market and followed up on four target enterprises: Aissa Dione (Atiss), Oumou Wane (African Art), Association Villageois de Ndem (Maam Samba) and Fatou Fall (Handi Creations), with additional technical assistance and product development for 10,000 Girls (WHEPSA).

Product Development

The ATA team facilitated the following product development activities in 2008

- Provided oversight of product development strategy by Marketing Director Karen Gibbs according to specified buyer interests;
- Provided technical Assistance through Consultant Docey Lewis who traveled to Senegal October 21st to November 3rd 2007 to prepare for importer visits and assist in exclusive collection development and provided one-on-one product development, design, merchandising, and business mentoring for eight businesses in addition to merchandizing assistance with artisan vendors at the Kermel craft market in downtown Dakar.
- Advised local designers to engaged in product development process during buyer trip, including Oumou Wane, Mariama Sylla, Aby Seck
- Provided mentoring to local product development coordinator, Aby Ba Seck to follow up with sample development and enterprise-level action plans;



The new two sided WEHPSA dolls and purses in June 2008 developed using SOTIBA donated fabrics

- Facilitated a buyer trip in October/November 2007 by a successful US importer, who actively developed product collections with several artisan enterprises, including Maam Samba, HandiCreations, and Soli-Sen.
- Facilitated a high-end US company, 3form, which worked with Maam Samba to develop products in their new collection of architectural panels in October 2007.
- Provided ongoing follow-up for sample development with selected enterprises and oversight for local product development coordinator for continued sample development;
- Facilitated through a UNIDO funded assessment on informal product reviews and design suggestions to artisan partners (including USAID EG assisted artisan textile enterprises) during one-day training in December 2007.
- Facilitated a mission of a designer, Mimi Robinson who visited Dakar from March 2 to 6, 2008 to develop a collection of woven textile products for a US importer with Handi Creations.
- Provided technical assistance in June 2008, through ATA consultants on product development to WHEPSA-Kaolack in anticipation of US export market interest. The WEPSA workers were taught new sewing techniques and developed a line of dolls and accessories with SOTIBA donated fabrics;
- Initiated product development of two-ply organic handspun cotton yarn in the pilot project in Koussanar in June 2008.



Recycled flip-flop material turned into jewelry at Handi Creations October/November:

D.5. Capacity Building, Technical Assistance, and Business Mentoring

ATA's market-oriented approach allowed artisan partners to learn about business communication, sampling procedures, buyer expectations, and market approach through the product development process and sample purchase orders. ATA provided the following training services:

Tradeshow Mentoring

- Communication with selected enterprises regarding strengths and challenges, next steps and technical assistance strategy after fulfilment of the August New York International Gift Show order

Capacity Building and Technical Assistance

- One-on-one product development/design/merchandising and business mentoring for eight businesses in addition to merchandizing assistance with artisan vendors at the Kermel craft market in downtown Dakar by ATA Consultant in October and November 2007.

- Twelve woven textiles enterprises were given one-day training on exporting crafts to US by an ATA consultant in conjunction with an importer visit on October 31st, 2007. Included in the training was the president of an association with a large number of artisans closely associated with the buyer. They established contacts for other artisan products for export; a training Export Manual was made available to artisans in French and English
- A UNIDO funded one-day workshop was conducted in December 2007, and USAID EG supported artisan enterprises were invited. During this workshop, “Market Readiness” and “Costing and Pricing” manuals were made available in French to all participants as well as a CD of trends
- At the two and a half day workshop in June 2008 at the WHEPSA -10,000 Girls’ vocational training center at Kaolack. The goals of the workshop were to improve sewing techniques, develop new doll and accessory lines and use donated SOTIBA fabrics. Twelve women from 10,000 Girls attended as well as a trainer and one artisan from Fatick.
- Supported Dye Researcher, Mariama Sylla in preparation for a Natural Dye Workshop training in November 2008; and she attended selected sessions of ATA’s biannual Market Readiness Program in conjunction with the New York International Gift Fair (NYIGF) in August 2008 to strengthen her skills as an entrepreneur and build her business, SoliSen, which is currently exporting;



Export Awareness Workshop Held At USAID CE Office In October with an ATA Export Manual Provided To Participants In French

D.6 MARKETING ACTIVITIES

Export Market Development

- Market research and stimulation of buyer interest through market contacts and ATA’s Trade Network
- Development of artisan enterprise profiles and visual marketing portfolio of Senegalese artisan textiles to be presented to targeted buyers
- Identification of twenty-four (24) interested US importers, and initial presentation of Senegalese production possibilities
- Development of product development strategy by ATA’s Marketing Director Karen Gibbs according to specified buyer interests

Buyer Trips

- A portfolio of Senegal textile artisan products was presented to ATA's Trade Network, which resulted in twenty-four (24) interested importers.
- Two committed importers were selected for subsidized buyer trips. Swahili Imports traveled to Senegal in October/November, working on product development collections with ATA consultant. She placed sample orders with Maam Samba, HandiCreations and Soli-Sen for textile products as well as baskets. The buyer trip resulted in a total of \$13,629 FOB in sales over the next 8 months.
- Product Designer, Mimi Robinson traveled to Senegal as a representative of a US importer. She developed a line of imported indigo dyed cotton tableware and pillows with artisan enterprise HandiCreations. The donor of HandiCreations, a nonprofit enterprise, suffered a sudden stroke soon after the trip, and the company was not able to continue with a follow up export order.
- US high-end company, 3form sent a photographer in October to Ndem to capture the stories for their product development in October.



Buyer Trip product development with, Victor Sagna, and Leslie Mittelberg



Sample for Leslie



Leather basket from Thiès



Grass and plastic baskets from Thiès, resulting in \$12,000 FOB in export orders



Swahili Imports displays the Senegal baskets on their website

Tradeshaw and Market Scouting

- ATA attended the New York International Gift Fair and presented the Senegal portfolio to experienced importers with an interest in unique textiles and African production resources.
- ATA consultant Docey Lewis and ATA staff member Lauren Barkume attended the Regional Senegal/Mali craft fair in June to scout for UNIDO/USAID EG Artisan Directory candidates;

New York International Gift Fair

- Initial sample orders were placed by a U.S. importer (facilitated through ATA's design consultant) for Maam Samba and ongoing facilitation for specific sample development
- Exhibition and presentation of Senegalese production resources and artisan textile samples in ATA's Resource Center at the New York International Gift Fair (February and August 2008)
- Delivered wholesale purchase orders equaling \$570 FOB from HandiCreations and assisted with export requirements – ATA acted as the importer for initial orders for mentoring purposes
- Secured interest from several strong importers through portfolio presentations, determined level of commitment to buyer visits in October/November to source for the winter trade show cycle.
- Because of a buyer visit, several textile lines were developed and sampled. Two product lines of Senegalese baskets were also developed and test marketed in a US importer's booth in the winter trade show cycle. The products were a success, and a follow on order of \$5,000 FOB was placed through exporter Soli Sen.
- After additional basket product development, an additional \$7,000 order was placed for more baskets to accommodate demand for the summer cycle of trade shows.
- The new Senegalese baskets were shown in the summer trade show cycle, and proved to be a best seller for the importer. A total of \$12,000 FOB of baskets was ordered, equaling approximately \$68,000 US retail.



Line of cotton scarves from HandiCreations exported to the US

D.7 OUTREACH AND COLLABORATION

Media Outreach

Aid to Artisans highlighted the artisanal textile sub-sector activities on the ATA website and e-newsletter: 20,000 visitors viewed ATA's homepage from August to mid September, featuring the Senegalese artisan pilot project

D.7 Other related activities implemented

- ATA provided recommendations on the needs of artisan enterprises to the Digital Freedom Initiative task order team. ATA consultant, Docey Lewis volunteered artisan technology training tools to help the program and training;

Results achieved

- 2 buyer trips to Senegal by US importers established to work with Senegal enterprises;
- \$14,286 USD FOB in export orders shipped
- WHEPSA exported to a value of CFAF 12 million or about US\$ 28500 in 2008
- Several artisans directly impacted through training, product development and business mentoring;
- Pilot project and feasibility study on organic hand spun cotton yarn initiated;
- 13 enterprises received intensive product reviews with textile and marketing expert Docey Lewis and international US importers;
- First international export orders shipped for HandiCreations and WHEPSA;
- Began a new program with UNIDO related to organic cotton, fair trade cotton, natural dyes, that can be included in the Cotton Task Order of USAID EG ;

D.8 PLANNED AID TO ARTISANS AND USAID EG ACTIVITIES THROUGH FEBRUARY 2009

Pilot Project in Koussanar

- Follow up from recommendations provided by ATA consultant.
- Improvement to Senegalese replicated spinning equipment in partnership with CFTP Senegal/Japan who will test and improve the prototypes.
- Support of USAID EG to purchase and install of new spinning equipment in Maccading
- Support by USAID EG to install village level gin and storage space for organic cotton in Koussanar
- Recruitment of local coordinator in Koussanar for follow up activities
- Natural Dye Workshop participation by women from Koussanar
- Participation in extended Costing & Pricing mentoring in October 2009
- Recommended agriculture program to support growing dyestuff in Koussanar

Capacity Building

- A Regional Natural Dye Workshop will take place in November with international and regional experts training hands-on natural dyeing in order to revive a tradition of natural dyeing in Senegal that can reach a demand in high end international markets for value added naturally dyed organic handspun cotton
- Targeted Costing and Pricing Workshop in October with individualized recommendations and workshop visits by ATA consultant
- Three online training seminars targeted towards marketing for textile artisan enterprises
- Ongoing mentoring in market approach and buyer relations

Market Access

- Market feedback from summer trade show cycle
- Completion of Senegalese Artisan Directory, to be shared with the West Africa Trade Hub and made available to international importers and the four importers participating in buyer visits;
- Continued outreach to potential buyers in the US and Europe
- Trade show scouting (Jan/Feb 2009)

Support to Cotton Development Initiative

- Assistance to a selected number of enterprises to produce high value added products for exports,
- Work with ATA to design and implement programs to use organic cotton and fair trade cotton in the woven textile industry
- Development of value-added cotton strategy that aligns with the value chain assessment findings and recommendations
- Natural Dye Workshop which will address the problem of low quality imported dyes and lack of on-trend palettes for weavers

Other Recommended Activities outside of ATA's Scope

- Following up from ATA consultant, Docey Lewis' June 2008 visit to SOTIBA's fabric archives, ATA noted that the archive, even though it extends back to the 1930, is not documented and is housed in a room without climate control. This collection is probably unique in Africa and should be treated as artistic patrimony. It should be documented digitally and stored in a climate-controlled room. It is also probably worth publishing, and could be undertaken by either a university or an art house press.
- An agriculture program is recommended to introduce planting of dyestuffs in the pilot project area of Koussanar in order to capitalize on the Natural Dye Workshop training the members will receive. One constraint is the lack of suitable plant materials in sufficient quantities to move natural dyeing into a more commercial venture. A natural dye project needs to obtain proper seeds or plant stock, begin to plant, and propagate specific dye plants for the future.



SOTIBA fabric archives



Fabric archives

E. BANANAS, GUM ARABIC, AND NEEB SUB-SECTORS

E.1 GUM ARABIC SUB-SECTOR

- Following the completion of the US market study on Gum Arabic in collaboration with MSU, USAID EG facilitated the linking of the Senegalese company, VALDAFRIQUE, a spray-dried atomized gum Arabic producer with potential American buyers.
- In addition, EG linked VALDAFRIQUE with an Indian importer interested in promoting imports of Senegalese spray Arabic gum into the India and Middle East markets.
- USAID EG also worked with an MBA student from ISM on the development of the gum Arabic value chain. This collaboration relates to capacity building for BDS providers and the promotion of the value chain approach with the Institute.
- Dr. Patrick Nugawela, BDSA, visited the Dara region to contact the Asyila Gum Company and to visit new gum Arabic plantations.

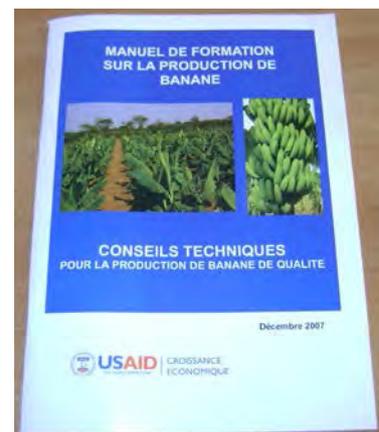


Gum Arabic, Dara, August 2008

E.2 BANANA SUB-SECTOR

In 2007, USAID EG initiated a pilot program aimed at improving banana production productivity. This activity produced positive results by demonstrating the possibility to increase the yield per hectare by about four times compared with the national average. Support for the activity was not continued in 2008. This was due to difficulties encountered in collaborating with the selected partner. Nevertheless, EG:

- Monitored the evolution of the banana production activities on the Djibanar plantation,
- Contacted other banana planters in the Ziguinchor region,



- Published a training manual on the best practices for banana cultivation

E.3 NEEM SUB-SECTOR

The neem sub-sector activities initiated as a potential export crop and promoted as a bio pesticide in 2007 was also slowed down to few activities in 2008 as follows :

- Presentation of neem value chain by BDSA Patrick Nugawela at the experts group meeting on neem utilization for production of bio pesticides for west African countries in Abuja , Nigeria organized by UNIDO in November 2007,
- Facilitation of the participation of two Senegal experts – Mr. Mamadou Dabo of Department horticulture and Mr. Mame Niang , Technical Director of the Sebi Mango at the above meeting ,
- Support to promote neem oil as a potential bio pesticide that can be used by mango producers to fight against fruit flies.

F. THE COTTON IMPROVEMENT INITIATIVE AND DIVERSIFICATION OF AGRICULTURE IN COTTON-PRODUCING AREAS

Since January 2007, EG has implemented the “Initiative for Cotton Improvement and the Diversification of the Agricultural Economy in the cotton producing areas to achieve the following objectives:

- The improvement and development of cotton production and the promotion of the value added cotton based products
- The diversification of the agricultural economy in the cotton producing zones in order to increase other sources of incomes for farmers

Implementation of activities accelerated during 2008. The program launched the following actions:

- Activities under value addition of cotton
- Promotion of growth of sesame, fonio and bissap sub-sectors
- Promotion of the dairy sub-sector



Hand weeding of flowering fair trade cotton, Dindiferlo Kédougou August 2008

VALUE ADDITION OF COTTON

F.1 ACTIVITIES IMPLEMENTED

In 2007, USAID EG supported the cultivation of conventional cotton by contributing to the training of farm managers and crop managers in the cotton producing zones to improve productivity and management of conventional cotton farms.

For 2008, support to the cotton sub-sector focused on value addition of organic and fair trade cotton cultivation for niche markets.

Value addition possibilities were identified that could be applied to the activities within the organic and fair trade cotton farms, and to support initiatives associated with the good functioning of the Koussanar artisanal spinning unit, EG’s partner.

Program for production of organic and fair-trade cotton

The implementation of the program is on going with two deliverables already submitted. The program consists of a detailed plan for training farmers using manuals developed in French and local languages on the production techniques for organic and fair-trade cotton.

Program of fight against cotton contamination by Polypropylene (PP)

All the documents related to the program of fight against cotton contamination by the PP were developed and an agreement signed with SODEFITEX. The program started in August 2008 and will train producers and harvesters including women's groups on the techniques and methods for harvesting seed cotton (cotton bolls with seeds). In addition to improving the seed cotton quality, this program will strengthen the organization of women's harvesters groups.



Training of facilitators specialized in fair trade cotton in Vélingara

Printing in French of technical training manuals and their translation into local languages (Wolof, Pular and Mandingue)

The French version of the manuals is available, and the Literacy and Post Literacy Department of BAMAARE/SODEFITEX is currently translating this version into the local languages indicated above. The draft versions of the manuals in local languages should be available in October 2008.

Training of facilitators specialized in fair-trade cotton; producers specialized in organic and fair trade cotton producers, and fair trade cotton producers

Out of the 30 trainers initially planned, 29 received training on the norms and standards of fair trade, from March 17 to 22, 2008. The training took place in the cotton zones of Tambacounda (Kahône), Vélingara and Kolda. From March 25 to April 25, 2008, the producers of organic and fair trade cotton were grouped in four different sites (Missirah of Tambacounda, Hamdalay Pont, Koungheul and Missirah of Kaffrine) to undergo training on the organic and fair trade cotton standards, and the different aspects of organic cotton cultivation. Finally, 216 producers received training out of the 220 initially planned.

To date, the organic and fair trade cotton program produced the following results:

- 1000 farmers /producers trained in the production techniques of organic and fair trade cotton
- 7 561 hectares of fair trade cotton cultivated
- 100 hectares of organic and fair trade cotton cultivated
- Production of a training manual in French on the cultivation techniques of organic and fair-trade cotton, and translation of this manual into Pular, Wolof and Mandingue.

F.2 ACTIVITIES UNDER IMPLEMENTATION

- Finalization of the translation into local languages of the manual on cultivation techniques for organic and fair trade cotton
- Printing of the manuals in local languages
- Preparation of the start up program for the fight against cotton contamination by the PP

G. SESAME SUB-SECTOR

G.1 ACTIVITIES IMPLEMENTED

Value chain analysis and organization of the information-sharing workshop

On January 29, 2008, USAID EG organized a workshop in Tambacounda to share the results of the sesame value chain analysis with 60 stakeholders from all regions of the country.

Despite a strong interest for sesame cultivation (about 15 000 players including 12 000 producers) and its important development potential associated with high export demand on the international market, the study revealed several critical constraints. These are (i) inadequate knowledge of best practices on cultivation and post harvest operations by farmers and facilitators, (ii) the lack of the availability of quality seeds, (iii) the lack of partnership between producers and buyers, and (iv) the lack of a sub-sector organization or association.

In support of the sesame sub-sector and based on the recommendations resulting from the study, EG organized a pilot program to respond to the critical needs among the different actors, private export companies, public and private sector advisory support institutions, and producers' organizations.



Meeting of the sesame sub-sector partners in Tamba
January 2008

Linking of producers with private enterprises to facilitate sales

Arranging a partnership between the Fédération Yakaar Niani Wulli and a private exporter (SENECOMEX) led to the signing of a sales contract during 2007/08 season. The contract enabled the Federation to sell 8 tons of organic sesame seeds at a higher price of 300 CFAF/kg, compared with the prices applied in the markets during the same period i.e. 150-170 CFAF/kg.

The partnership is continuing this current agricultural season with the objective to sell 50 tons. The exporter committed to pre-finance the agricultural inputs particularly the seeds to guarantee quality production and better yields.



Training of Trainers (SODEFITEX, ANCAR,
GADEC, ANI, PELLITAL)
Tambacounda, June 24, 2008

G.2 ACTIVITIES UNDER IMPLEMENTATION

Support to the development of training and advisory services

The Groupe d'Action pour le Développement Communautaire (GADEC) developed a pilot project to respond to the lack of knowledge of best practices. GADEC (i) developed a guide for best practices for sesame cultivation, (ii) organized training of trainers' sessions, (iii) validated the good practices guide, translated it into local languages, and (iv) ensured wide dissemination of the original version of the guide.

The activities resulted in:

- 20 technicians/ facilitators coming from 8 different organizations trained.
- A guide on good practices for sesame cultivation developed
- Translation of the guide into 3 local languages
- The dissemination of the guide among technicians and producers

Support to the development of organic sesame cultivation

Fédération Yakaar Niani Wulli initiated the development of organic sesame including processing for value addition and exporting in collaboration with a French industrial enterprise (African Natural Ingredient – ANI).

Because of USAID EG assistance, the two parties signed a sales contract. Because of the contract, the federation received from ANI:

- Supply of 72 sowing disks adapted to sesame which uses 2 kg of seeds per ha instead of 4 kg.
- Delivery of 500 kg of seeds sold to producers at 2000 CFAF/kg
- Training of producers members of the federation in the production techniques of organic sesame

Due to this support, Fédération Yakaar Niani Wulli cultivated 206 hectares and plans to produce 82 400 kg of sesame that ANI committed to buy.

Support in the improvement of sesame productivity

USAID EG developed a certain number of memorandums of understanding with private enterprises and producers' organizations to initiate pilot programs. The idea was to develop production models applying the recommendations validated during the value chain analysis of the sesame sub-sector, i.e. the correct application of the technological package or best practices and the use of quality seeds.

The overall objective of these pilot programs is to improve productivity through replication of the training of trainers for the producers/trainers and the community producers. USAID EG supported implementation of the following pilot programs:

a) Partnership with an NGO - GADEC

This partnership covers the following activities:

- Development of a guide for good practices on sesame cultivation for technicians and producers
- Training of a group of trainers of our partners in the sesame sub-sector
- Training of trainers in the villages
- Monitoring and replication of the training among the producers

After the design of the technical manual on best practices and the organization of training for trainers, GADEC developed several activities to provide guidance to the Tambacounda producers:

- Distributed 2 528 Kg of seeds on credit
- Trained and provided guidance to the producers who cultivated 568.5 hectares of sesame
- Trained 12 trainers in the villages to provide guidance and train 500 producers.

b) Partnership with an NGO, PALATAL

Following the successful pilot program initiated in 2007, PELLITAL with the support of USAID EG put in place a program to extend sesame cultivation in the Médina Yoro Fula/Kolda in order to diversify sources of incomes for its members. The PELLITAL program focuses on two objectives: (i) improvement of sesame yields, and (ii) dissemination of the best techniques for sesame cultivation. For the implementation of this program, the PELLITAL trainers participated in the training of trainers' activities organized by GADEC. The organization for replicating the trainings is going on. Cultivation of sesame among producers has become popular. As a result, PELLITAL hopes to reach 250 hectares, exceeding the contractual forecasts of 180 hectares.

c) Partnership with ANI

In addition to its agreement with Fédération Yakaar Niani Wuli, ANI collaborates with several producers' organizations. The federation distributed during this season more than 14 654 kg of seeds in order to cultivate 6,800 hectares.

USAID EG facilitated the training of 70 ANI trainers through four sessions in four regions of Senegal.

G.3 SYNTHESIS OF THE RESULTS AND PERSPECTIVES

The following table summarizes the performance in the sesame sub-sector.

Synthesis of accomplishments and forecasts for the sesame sub-sector

	Indicator	Result
Capacity building	Number of direct partners	04
	Number of languages of the good practices guide	04
	Number of trainers trained	20
	Numbers of trainers in the villages	92
	Number of producers trained	360
	Number of farmers /producers benefiting (Total 7211 of which 4500 from Enterprise ANI)	7211
Production	Area of conventional sesame cultivated (ha)	7600
	Expected conventional sesame production expected (ton)	3 523
	Area of sesame for seeds cultivated (ha)	20
	Expected seeds production (ton)	10
	Area of organic sesame cultivated (ha)	206
	Expected organic sesame production (ton)	84
Income	Expected total value of the production (CFA Francs)	1.089 billions
	Expected value added at the producer's level (CFA Francs)	921 millions

The forecasted total value added for the sub-sector (CFAF 921 million) far exceeds that of the producers in 2005/2006 (reference year of the value chain analysis) estimated at CFAF 289 millions. This spectacular increase (300%) is largely associated with the farm gate price that went from 175 to 200 CFAF in 2005/2006 to 300 CFAF in 2008. There is high demand for sesame on the international market from China and Europe.

The second factor is the improvement in productivity or the yield (400 Kg / ha against 250 to 300 Kg / ha). In fact, the application for best management systems at the different stages of the crop growth cycle, the training on the best practices for cultivation and the use of quality seeds should enable such an improvement.

G.4 PERSPECTIVES

- Support to the production of quality seeds
- Support to the organization of the sub-sector
- Study on the improvement of the sub-sector competitiveness
- Development of a monitoring and advisory support guide for producers
- Facilitation of dialogue between the sesame sub-sector actors.

Statistics collected as of July 31, 2008

H. FONIO SUB-SECTOR

H.1 ACTIVITIES IMPLEMENTED

Value chain analysis and organization of the information-sharing workshop

On May 26, 2008, USAID EG organized an information-sharing workshop on the fonio sub-sector at the Hotel Niji in Tambacounda to identify an action plan for sub-sector growth.

The workshop targeted the following intermediary objectives:

- To validate the methodology, analyses and recommendations of the sub-sector value chain analysis;
- To enrich/validate the orientations and strategic recommendations proposed for development of the sub-sector;
- To boost dialogue and exchange information among the sub-sector actors and partners.



Meeting of the fonio sub-sector actors in Tambacounda, May 26, 2008

The recommendations resulting from the seminar identified strategic activities to implement in order to consolidate the results obtained in the sub-sector in 2007.

Finalization of the activities initiated in 2007

The following activities were retained for 2008 for implementation:

- Purchase of tarpaulins for the GIE Koba Club of Kédougou for the improvement in the quality of processed fonio
- The evaluation of the 2007 program of fonio production and the improvement of the marketing with the Fédération Yakaar Niani Wulli of Koussanar
- The finalization of the training program on the production of organic fonio with the Fédération Yakaar Niani Wulli of Koussanar

H.2 ACTIVITIES UNDER IMPLEMENTATION

In 2008, the strategic interventions in the fonio sub-sector focused on the following:

Training of producers in the Kédougou zone

Training modules were conducted for trainers selected among the producers' groups that contracted with the GIE Koba Club of Kédougou. The targeted objective was to build up capacity in the techniques of production of raw fonio brought by the GIEs from processors at the producers' level.

Seeds production program

This program relates to collaboration between ISRA/Kolda and seeds multiplier farmers of the region and focuses on the following two aspects:

- 1) variety testing
- 2) seeds multiplication



Fonio: Training of women in sowing techniques, Ethiolo, June 25, 2008

- The objective of this variety testing was to conduct research-station variety performance testing particularly on the local and imported varieties for a better characterization in order to disseminate seeds on a large scale during the next season.
- Regarding the seeds multiplication component, a stock of 500 Kg of seeds was purchased and distributed for multiplication among leader producers of the Kolda region

Facilitation of a commercial partnership between processors and traders/exporters for fonio marketing

The USAID EG program aims at facilitating the development of a partnership between these actors of the sub-sector to

- Secure the supply of fonio exports
- Create prospects for fonio production
- Improve the collaboration between processors and exporters
- Improve the quality of processed fonio

The strategy of this activity scheduled for September-November 2008, is to put in place a program aimed at resolving a critical aspect of the fonio sub-sector, i.e. the availability of a quality product for export.

I. DAIRY SUB-SECTOR

I.1 ACTIVITIES IMPLEMENTED

Finalization of the dairy and dairy products value chain analysis

Following the completion of the dairy and dairy products value chain analysis by Land O' Lakes Inc. with the support of three Senegalese experts, USAID EG organized on March 28, 2008, a meeting of the partners of the sub-sector in Senegal to share and validate the results of the study. This meeting enabled the following:

- Validation of three pilot programs (in the Fleuve Valley and the cotton producing zones): these programs essentially target the increase of the herds' productivity, the improvement of the raw milk quality, and the collection systems in the production zones.
- Following the workshop for sharing the results of the value chain analysis, the action plan for the development of the dairy sub-sector was validated by the actors and partners;
- Land O' Lakes submitted a technical and financial proposal to IRG for the effective implementation of the strategic interventions recommended by the value chain analysis.



Milk sellers in Tambacounda zone



Dairy sub-sector partners',meeting, Dakar- March 08

CROSS CUTTING ISSUES AND LOCAL CAPACITY BUILDING RELATED VALUE CHAINS

A. GENDER STUDY

This study is being conducted to assess the training needs of women entrepreneurs evolving in the bissap, fonio, and artisanal sub-sectors, which traditionally are areas of activities specific to women.

Between other expectations, the study will:

- Assess the constraints which limit the economic profits that the women draw from the bissap, textile artisanal and fonio sub-sectors,
- Assess the training needs for women engaged in activities at the level of production, post harvest, and marketing
- Define specific support programs to promote women in these sub-sectors and consequently encourage their capacities to contract with partners in the areas of production, processing and marketing.

The study started with a field trip in six regions (Thiès, Kaolack, Louga, Tamba, Kédougou and Kolda) for a period of twenty-five days. In each of these regions, an enough representative of sampling of women's groups, and engaged women's associations involved as entrepreneurs, was undertaken. Thus, 27 focus-groups were held with women's groups, federations, GIEs, 65 women entrepreneurs, leaders of community-based organizations, as well as 23 men leaders (Village Chiefs, facilitators, rural counselors), were interviewed. The preliminary report was submitted to USAID EG and USAID EG's comments and suggestions were transmitted to the consultant for finalization of the study.

B. CAPACITY BUILDING IN THE PROMOTION OF THE SUB-SECTORS

Local expertise

Capacity building opportunities for BDS service providers and consultancy areas identified are the following:

- Analysis of sub-sectors value chains
- Quality control and assurance
- Fight against the fruit flies
- Traceability
- Post harvest techniques
- Cultivation practices
- Media information
- Collection of scientific data
- Training of trainer ,
- Spinning and weaving

On the offer side, USAID EG directly mobilized more than 22 experts and 477 local trainers in 2007 and the majority of them continue to support the sub-sectors. In 2008, USAID EG facilitated the interventions of consultants, trainers, and specialists in different sub-sectors and through media programs.

Trainers were trained in the following sub-sectors:

Experts /Trainers by sub-sector under the USAID EG Program

Bench mark	Sub-sector	Expertise	Number	Expertise	Number
			2007		2008
01	Cashew	Trainer on quality	139	Trainers	52
02	Mangoes	Fight against the fruit flies	84	Trainers (To be estimated) Traceability	04
03	Neem	Post harvest techniques	100		
04	Gum Arabic				
05	Banana	Field technical staff trained by Consultant	05	Development of a manual	01
06	Bissap	Agricultural practices	130	Consultants Trainers	06
07	Artisanal Textile	Textile Dyeing	26	Consultants	03
08	Cotton	Cotton productivity	86	Expert trainers in organic and fair trade cotton	216 246-
09	Sesame			Trainers – training	112
10	Fonio			Agricultural practices	09
11	Dairy	Value chain		Value chain analysis	03
12	Agricultural Sub-sectors	Value chain	05	Value chain analysis	07
13	Media	Cashew training program through the media	12	Radio programs on bissap, mangoes, cashew and sesame	05
Total			587		

The main local consultants who worked in 2007-08 on assignments on the different sub-sectors are the following:

- Ousmane Guèye and Ousmane Baldé: fonio value chain analysis
- Youssou Diagne and T. Kanthe of project staff worked closely on Value chain analysis
- Sidy Gueye Niang and six others: sesame value chain analysis and agricultural practices
- Ismaïla Diédhiou: media education program on the improvement of cashew nuts quality in Casamance
- Mouhamadou Mactar Sall : media consultancy through radio, Sud FM – Dakar
- Moussa Mané: media consultancy through the regional radio of Sokone
- Aissa Dione and Laure Brun: artisanal textile spinning
- Aby Ba Seck: assistance to artisanal textile
- Mariamma Sylla: natural dye

- Bousso Fall: gender
- Mbaye Ndiaye and Mamadou Dabo: training on quality, fight against the fruit flies,
- Mamadou Thiam , Abdoulaye Dramé and Moïse Bassène: training programs on the quality of cashew nuts in Sokone and Ziguinchor
- A group of local consultants from research institutes under the supervision of the University of Thiès: scientific research on fruit flies
- Magnang Niang, Bocar Diop and Thierno Kanté: cotton – training of trainers by SODEFITEX
- Amadou Fofana and Mamadou Ba: training in fonio cultivation techniques,
- ASNAPP consultants: bissap agricultural practices
- Large numbers of trainers in the field trained in organic , fair trade cotton production, Fight against fruit flies, Traceability work among other areas

CAPACITY BUILDING THROUGH SHORT TERM INTERNATIONAL CONSULTANCIES

The BDS component used specialized consultancy services under the selected sub-sectors:

- Dairy and dairy products: value chain analysis conducted by Paul Sevier, Land O' Lakes, with the support of three consultants
- Fight against the fruit flies: a Virginia Tech University expert met in August 2008 with the committee of fight against the fruit flies in a meeting organized by USAID EG.
- Artisanal Textile: Docey Lewis and Lauren Bakume of ATA undertook a field mission. Several training programs were organized in Kaolack, Dakar and Koussanar
- Bissap: Dr Simon presented a study on the US market on bissap in February 2008
- A Malian expert in spinning conducted a training in hand spinning in Koussanar.

These international consultants worked on the finalization of value chain analyses, built the capacities of local experts through training, and generated new ideas and perspectives for new markets that local consultants and /or facilitators will pursue.

OTHER SUPPORT ACTIVITIES CONDUCTED BY THE BDS COMPONENT IN 2007/2008

International contacts, meetings, workshops

- Dr Patrick Nugawela BDSA, the BDSA of the USAID EG program participated in a workshop organized by UNIDO on the neem value chain analysis in Abuja Nigeria, in November 2007. Mr. Mamadou Dabo, an expert from the GOS Directorate of Horticulture, and Mr. Mame Niang from the SEBI Mango enterprise, accompanied him.
- Dr Nugawela contacted researchers and specialists of cashew in India, and his contacts with the Kerala Agriculture University enabled him to explore the possibility to initiate a training program in processing of cashew apples and in grafting high yield cashew trees varieties.
- Massamba Diop, the BDS expert of USAID EG undertook a study tour to Burkina Faso with representatives from the private sector of the mango sub-sector and ITA mango researcher, to study the mango drying experience in Burkina Faso.
- USAID EG consultants Aissa Dione and Mariama Sylla visited Mali and Burkina Faso under the studies on cotton spinning and natural dyes use, respectively.

- Dr Patrick Nugawela, BDSA went to Guinea Bissau to contact Mr. Hari Nair, an Indian cashew specialist and Managing Director of the Western India Cashew Company in India.
- Dr Patrick Nugawela participated at the African Cashew Alliance 3rd General meeting in Tanzania held in Mid September 2008,

MEMORANDUMS OF UNDERSTANDING (MOUS) WITH THE STAKEHOLDERS, AND MOBILIZATION OF RESOURCES FOR THE PILOT PROGRAMS

Upon recommendation of the BDS component, the USAID EG Chief of Party signed 14 memorandums of agreement to implement sub-sector pilot programs during the first nine months of 2008, relating to the following:

Cotton: SODEFITEX for the program for promoting organic and fair trade cotton and the pilot program of fight against the contamination of cotton by the PP bags,

- Mangos: Coopérative des Producteurs de Fruits et Légumes de Keur Mbir Ndao in the Niayes, for the training in the fight against fruit flies with ONAPES/Master Sénégal for a traceability program of the plantations;
- Université de Thiès for the establishment of a scientific data base on the fruit flies
- Bissap: ASNAPP for the production of organic bissap; Agricola for bissap production and FEBI –for the production of commercial bissap , Tropicasem , for seed production is planned
- Fonio : Fédération Yakaar Miani Wuli de Koussanar and ISRA
- Sesame: Fédération Yakaar Miani Wuli of Koussanar, GADEC, PELLITAL and ANI (private enterprise), Junior entrepreneurs for Sesame extension program planned
- ITA – Collaboration in the field of agriculture processing activities ,

RESOURCES MOBILIZATION FOR PILOT PROGRAMS

The USAID EG program's BDS component is playing a catalyst role to implement demonstrative programs/pilot projects with active participation of partners, mainly the private sector. The total investments in 14 pilot programs and 8 sub-sectors in 2006/2007 is estimated at CFAF 246.09 million of which CFAF 177.5 million or 72% came from the partners and beneficiaries. The USAID EG program share was only 28% or CFAF 68.5 millions.

In 2008, the total funds mobilized through 14 pilot programs until June are estimated in 6 months at CFAF 323.5 million of which CFAF 249.6 million came from partners and beneficiaries or 71.2 % of the total investments. The share of the USAID EG program for the same period in 2008 was CFAF 73.9 Million or 22.8%.

These figures demonstrate the increasing interest of the private investors and beneficiaries in the sub-sectors supported by USAID EG. The objective of the USAID EG approach is to demonstrate that the potential of the private investors is the creation of the confidence spirit to invest in sub-sectors with growth potential.

The table below shows the details of the resources mobilized for the pilot programs, and the evolution of these figures that demonstrates the decrease of the share of the USAID EG Program and the increase of the private investments through the pilot programs since 2006.

Funds Mobilization by Partners for the Funding of Pilot Programs under the Development of Sub-sectors in 2008

Forecasts Signed in the MOUs in 2008

	Year	Total	Beneficiaries	Partners	USAID EG
Total Cost Of The Pilot Programs For The Sub-sectors Development	2006	46 572 531	4 900 000	17 591 200	24 081 331
	2007	177 810 512	5 325 000	134 270 500	38 215 012
	2008	18 288 000	4 876 000	8 116 000	10 788 000
	Total Clin 1	242 671 043	15 101 000	159 977 700	73 084 343
	Total Clin 2	373 498 724	89 904 750	184 688 133	98 905 841
	2007	68 281 899	15 470 000	22 511 700	30 300 199
	2008	305 216 825	74 434 750	162 176 433	68 605 642
	Funds Mobilized To Fund Pilot Programs In 2007	Total	246 092 411	20 795 000	156 782 200
	In %	100	8	64	28
Funds Mobilized To Fund Pilot Program In 2008	Total	323 504 825	79 310 750	170 292 433	73 953 321
	In %	100	24,51	52,63	22,86
Total 2007/2008	Total	616 169 767	105 005 750	344 665 833	171 990 184

ACCOMPLISHMENTS 2008

REAL INVESTMENTS **USAID EG = CFAF 71 253 321** USAID EG = 22 %
 PARTNERS' INVESTMENTS **PARTNERS CFAF = 249 603 283** PARTNERS = 78 %

ACCOMPLISHMENTS 2007

REAL INVESTMENTS **USAID/CE = CFAF 68 515 211** USAID EG = 28 %
 INVESTMENTS OF **PARTNERS = CFAF 177 577 200** PARTNERS = 72 %

C. PROGRESS ACHIEVED

The BDS achievements were measured using contractual obligations through 17 indicators in 2008 as against 13 in 2007. In 2008, EG achieved all its targets, and even over-exceeded a few of its indicators and milestones. Over the last 2 and half years, USAID EG expanded its interventions into many sub sectors and expanded its presence over several regions of the country. EG strengthen its collaboration with a large number of private sector partners, service providers, donors, and public sector institutions. The year 2008, was characterized by expansion of activities in some sub sectors and consolidation of activities initiated in 2007. In addition, the pilot projects launched demonstrated the viability of the subsector and increasing private sector investor confidence.

- The expected results for dollar ratio of USAID investment to new sales were excellent mainly due to the good performance of the mango and cashew sub-sectors. EG's efforts on the fight against fruit flies and improving cashew quality contributed significantly to the success.
- USAID/EG completed three new value chain analysis for the dairy, fonio and sesame sub-sectors as planned,
- Exports to AGOA increased in 2008 mainly in the artisan textile sector and the support provided by ATA was significant this year despite the fact that their work started late in the year due to delays in finalizing their sub- contract.
- The interventions in several sectors created employment opportunities for 3548 workers that is net increase compared with the 2007 performance.

- The total number of beneficiaries reached 9,991 in 2008 due to increased activities in partnership and pilot programs with the private sector and launching of activities in new sub-sectors.
- In the area of training, the program performance achievements increased by 378% compared with the target of 2007
- USAID/EG program, through mainly its agricultural training programs and promotion of improved best practices, reached 217 producers' organizations, and 167 women's organizations. These organizations constitute excellent partners to reach a greater number of producers, which in the meantime strengthen their ability to deliver services to their members, and strengthen their role in their respective sub-sectors.
- During the period under review, 277 firms and more than 4831 entities received USAID EG technical assistance in several sectors. These two targets achievements were 139% and 241% success respectively as against the targets planned.
- Based on new indicators added in 2008 , the USAID EG program, reached more than 217 producer organizations (271% above the target planned)and 167 women's organizations compared to 10 targeted,

The first table in the next page summarized a comparison of achievements of targets by the USAID EG program in 2007 and 2008 and details of each indicator captured by the M and E firm – (PMC- Project Management Consultancy) during July - August and September 2008 are presented in following pages . The investigators from this firm contacted the entities that worked with USAID EG during the year in different areas of the country. The investigators had used the data they were able to collect from the field to estimate the achievements of the program. However, the data submitted maybe often under estimated due to many reasons, particularly the following:

- In the case of some of the sectors such as cashews, the firms was not able to get information from major firms exporting raw nuts particularly the companies of Asian origin established in the Ziguinchor area. Some of these companies were reluctant to share information and they were not available. . Therefore, BDS Advisor had to contact these exporters, transporters and other sources to obtain actual numbers.
- Not all the data for Bissap, cotton, Sesame, Fonio and mango sub-sectors are available because this is still the middle of the season.

Nonetheless, the analysis of the indicators is based strictly on the independent data collection report submitted in early September 2008 by the firm. The areas where there are reservations and observations on under reporting are mentioned below each table.

SUMMARY Comparison of achievements on BDS Program indicators 2007-2008

No	Indicators	2007			2008		
		Target	Achieved	%	Target	Achieved	%
1	Dollar ratio of USAID investment to new sales by firms benefiting from USAID assistance	1 to 3	1 to 7.69	256%	1 to 4	1 to 41.47	1,036%
2	Number of value chain analyses completed	3	3 initiated and 1 completed	33%	3	3	100%
3	Percentage increase of exports by companies benefiting from USAID assistance, using AGOA authorities and advantages	6%	46%	>100%	7%	262%	>100%
4	Increased value of non-AGOA exports by companies benefiting from USAID assistance - (USD)	600,000	1,742,606	290%	800,000	15,645,713	1,955%
5	Amount (FCFA) of incremental investments in supported sub-sectors under USAID technical assistance	110 million	1,758 million	1,598%	170 million	1,244 million	731%
6	Total annual value (USD) of sales of USAID assisted firms	23.8 million	14.8 million	63%	15 million	28.8 million	192%
7	Number of "full-time" jobs created by USAID assisted firms	750	915	122%	950	3,548	373%
8	Number of beneficiaries from project support to selected sub-sectors	7000	2,008	29%	2,200	9,991	454%
9	Number of Participants in USAID-supported trade and investment capacity building training sessions	235	1,788	760%	2,500	9,450	378%
10	Number of Individuals who have received USAID-supported short-term agricultural sector productivity training	Non Applicable for 2007			1,950	9,389	481%
11	Number of entities benefiting from USAID technical assistance	235	1,749	744%	2,000	4,831	241%
12	Number of firms receiving USAID-supported assistance to improve their management practices	Non Applicable for 2007			200	277	139%
13	Number of agriculture related firms benefiting directly from USAID-supported interventions	Non Applicable for 2007			2,000	4,753	238%
14	Number of firms receiving	Non Applicable for 2007			2,000	4,328	216%

No	Indicators	2007			2008		
		Target	Achieved	%	Target	Achieved	%
	capacity building assistance to export						
15	Number of producers' organizations , and trade and business associations receiving USAID assistance	Non Applicable for 2007			80	217	271%
16	Number of women's organizations/associations assisted as a result of USAID's interventions	Non Applicable for 2007			10	167	1670%
17	Number of USG supported training events on topics related to investment capacity building and improving trade	25	56	224	50	178	356%
18	Number of Products commercialized that meet international market standards	8	8	100%	Non Applicable for 2008		
19	Volume (tons) of Products commercialized that meet international market standards	77,057	13,386	17%	Non Applicable for 2008		
20	Number of USAID assisted SME's selling into domestic and international markets	120	74	62%	Non Applicable for 2008		

DS Indicator 1: Dollar ratio of USAID investment to new sales by firms benefiting from USAID assistance

USAID EG investment is the direct costs associated with the assistance provided to a sub-sector and/or enterprise in terms of training, technical expertise, access to finance, promotion of activities to address key issues and promote new investments. As technical expertise is an integral part of USAID, the level of effort of USAID EG staff that bring technical expertise to the selected sub sectors, is included. New sales are defined as incremental sales generated by firms (producers, producer groups, traders, exporters, and service providers) benefiting directly or indirectly from the project activities.

Indicator 1:	Dollar ratio of USAID investment to new sales by firms benefiting from USAID assistance	
Target for 2008:	1 to 4	
Sub-Sectors	Progress achieved	Targets reached
Mango	- Program direct investment = 25,961 USD - New sales = 9,928,170 USD	
Cashew	- Program direct investment = 15,522 USD - New sales = 5,706,848 USD	
Bissap	- Program direct investment = 500 USD	

Artisanal Textile	- New sales = 336,580 USD	
Banana	- Program direct investment = 200,000 USD - New sales = 565,548 USD	
TOTAL	- Program direct investment = 3,667 USD- New sales = 33,333 USD - Program direct investment = 245,650 USD - Program Indirect investment = 153,913 USD TOTAL INVESTMENT = 399,563 USD TOTAL NEW SALES = 16,570,479 USD RATIO = 41.47 NB : Exchange rate : 450 FCFA = 1 USD	
Total :		41.47

This table could represent estimations. For example:

- *In case of cashew , the investigation conducted by the BDS advisor confirms that Senegal exported more than 30,000 tons of raw nuts to India and income generated from exports could have reached more than US\$ 22.5million or an increase more than 100% compared to data of 2007 . The M and E consultants were able to capture only new sales of US\$ 5.6 million. This is an underestimation of more than 50 %.*
- *In case of Bissap, Mangoes sectors, the agriculture season is still on going and there is sales to local market and to exports are yet to come.*

BDS Indicator 2: Number of value chain analyses completed

USAID EG worked on a number of value chain analyses for selected sub sectors, by mobilizing and involving private and public sector stakeholders in this exercise. The value chain analysis demonstrates the opportunities of value addition and focuses on implementing strategic initiatives that can increase the competitiveness of the sub sector selected and initiatives that promote linkages between markets and producers

Indicator 2:		Number of value chain analyses completed
Target for 2008:	3	
Principal Activities	Progress achieved	Targets reached
Detailed studies of each sub sector (review of reports, field surveys, meetings with stakeholders, market information)	<ul style="list-style-type: none"> • Value chain analyses have been completed for the following sub-sectors: <ul style="list-style-type: none"> • Sesame • Fonio • Dairy 	3

Total :		3

BDS Indicator 3: Percentage increase of exports by companies benefiting from USAID assistance, using AGOA authorities and advantages

Percentage increase is the ratio of incremental exports generated by firms benefiting from USAID assistance to take advantage of AGOA. USAID EG provides technical assistance to a sub-sector/enterprise benefiting directly or indirectly from the project activities in terms of facilitating access to training, advisory services, technical expertise, organization, access to finance, and markets among other services to enhance the competitiveness of the sector/enterprise. The African Growth and Opportunity Act (AGOA) is legislation signed in 2000 that significantly liberalizes market access to the U.S. for 37 Sub-Saharan countries including Senegal. The AGOA authorities and advantages are the tangible incentives provided to African countries to continue their efforts to open their economies and build free markets. AGOA provides quota and duty free access to the U.S. market for virtually all Sub-Saharan products.

Indicator 3:	Percentage increase of exports by companies benefiting from USAID assistance, using AGOA authorities and advantages	
Target for 2008:	7%	
Principal Activities	Progress achieved	Targets reached
Bissap	Company: WHEPSA 2007 AGOA sales = 0 FCFA 2008 AGOA sales = 5,000,000 CFAF AGOA sales increase = 5,000,000 CFAF Percentage increased AGOA sales = >100%	
Artisanal Textile	Company: WHEPSA 2007 AGOA sales = 6,900,000 CFAF 2008 AGOA sales = 11,000,000 CFAF AGOA sales increase = 4,100,000 CFAF Percentage increased AGOA sales = 59% Company: ATISS 2007 AGOA sales = 10,000,000 CFAF 2008 AGOA sales = 45,000,000 CFAF AGOA sales increase = 35,000,000 CFAF	

TOTAL	Percentage increased AGOA sales = >100% Company: SWAHILI IMPORTS 2007 AGOA sales = 0 FCFA 2008 AGOA sales = 193,050 CFAF AGOA sales increase = 193,050 CFAF Percentage increased AGOA sales = >100% Total 2007 AGOA sales = 16,900,000 CFAF Total 2008 sales = 61,193,050 CFAF Total AGOA sales increase = 44,293,050 CFAF Overall Percentage increased AGOA sales = 262%	
Total :		262%

BDS Indicator 4: Increased value of non-AGOAs exports by companies benefiting from USAID assistance

Increased value of non-AGOAs exports refers to incremental value of exports to countries other than the U.S by firms benefiting from USAID assistance. USAID EG provides technical assistance provided to a sub-sector/enterprise benefiting directly or indirectly from the project activities, in terms of facilitating access to training, advisory services, technical expertise, organization, finance, and markets among other services to enhance the competitiveness of the sector/enterprise.

Indicator 4:	Increased value of non-AGOAs exports by companies benefiting from USAID assistance	
Target for 2008:	\$ 800,000	
Sub-Sectors	Progress achieved	Targets reached
Mango	Increased value of non-AGOAs exports = 4,283,236,692 CFAF or 9,518,304 USD Principal partners: Niram, Biocasamance, Minam, FPMN, Safina, Federation Djander, Cooprefel, Agricom, Ets Hane, Cada, &Ets PDG	
Cashew	Increased value of non-AGOAs exports = 2,527,958,125 CFAF or 5,617,685 USD Principal partners: GIE Beye Counda, Mamadou Barry & Senecomex	

Bissap	Increased value of non-AGOA exports = 110,325,251 CFAF or 245,167 USD Principal partners: GLOBAL TRADE & MARIA DISTRIBUTION	
Artisanal Textile	Increased value of non-AGOA exports = 104,050,865 CFAF or 231,224 USD Principal Partners: Ara creation, Association handicap solidarite, Weekend elegance, Nabou creations, Whepesa & ATISS	
Banana	Increased value of non-AGOA exports = 15,000,000 CFAF or 33,333 USD Principal Partner: GIE du Fleuve	
NB: Exchange rate: 450 CFAF = 1 USD		
Total :		7,040,570,933 CFAF or 15,645,713 USD

Indicator 4 is also an underestimation due to difficulty of contacting exporters.

In the case of cashew sector there are nearly 10 exporters and the consulting investigators were able to contact only 3 firms.

BDS indicator 5: Amount of incremental investments in supported sub sectors under USAID technical assistance

Incremental investments are defined as new investments engaged to enhance/install or improve the production capacities of selected or targeted enterprises. The sub-sectors supported by USAID EG include cashew, bissap, mangoes, fonio, artisanal textiles, cotton, sesame, banana, neem, milk and dairy product. USAID EG provides technical assistance to a sub-sector/enterprise in terms of facilitating access to training, advisory services, technical expertise, organization, finance, markets among other services to enhance the competitiveness of the sector/enterprise.

Indicator 5		Amount of incremental investments in supported sub sectors under USAID technical assistance
Target for 2008:		170 million CFAF
Sub-Sectors	Progress achieved	Targets reached
Mango	- Program cost-sharing investment = 12,992,000 CFAF - Enterprise's investment = 694,229,632 FCFAF TOTAL = 707,221,632 CFAF or 1,571,604 USD	
Cashew	- Enterprise's investment = 101,726,029 FCFA TOTAL = 101,726,029 CFAF or 226,058 USD	
Bissap	- Enterprise's investment = 155,344,230 FCFA TOTAL = 155,344,230 CFAF or 345,209 USD	
Artisanal Textile	- Enterprise's investment = 135,279,000 FCFA TOTAL = 135,279,000 CFAF or 300,620 USD	
Banana	- Enterprise's investment = 145,000,000 FCFA TOTAL = 145,000,000 CFAF or 322,222 USD	
TOTAL	- Program cost-sharing investment = 12,992,000 FCFAF - Enterprise's investment = 1,231,578,891 FCFAF TOTAL = 1,244,570,891 CFAF or 2,765,713 USD NB: Exchange rate: 450 CFAF = 1 USD	
Total :		1,244,570,891 CFAF Or 2,765,713 USD

BDS Indicator 6: Total annual value of sales of USAID assisted firms

USAID EG provides technical assistance to firms, which include producers, producer groups, traders, exporters, and service providers. The assistance includes training in (a) value addition and/or processing technologies, (b) promotion of improved/sustainable production techniques, and (c) promotion of activities to address key issues and promote new investments.

Indicator 6	Total annual value of sales of USAID assisted firms	
Target for 2008:	15 Million USD	
Sub-Sectors	Progress achieved	Targets reached
Mango	- Annual value of sales = 7,004,825,500 CFAF Or 15,566,279 USD	
Cashew	- Annual value of sales = 3,405,370,535 CFAF Or 7,567,490 USD	
Bissap	- Annual value of sales = 411,425,328 CFAF Or 914,279 USD	
Artisanal Textile	- Annual value of sales = 2,159,097,347 CFAF Or 4,797,994 USD	
Banane	- Annual value of sales = 15,000,000 CFAF Or 33,333 USD	
	NB: Exchange rate: 450 CFAF = 1 USD	
Total :		12,995,718,710 CFAF Or 28,879,375 USD

The mango season is still open and exports are expected in September and October. As mentioned above bissap season is still on going and cashew sector exports are under estimated. Therefore, the total annual value of USAID assisted firms could be more than US \$ 28 .Million for 2008.

BDS indicator 7: Number of beneficiaries from project support to selected sub sectors

USAID EG provided technical assistance to a number of beneficiaries in initiatives taken to facilitate the growth of the selected sub sectors, enhance the capacities and skills of these different entities and individuals involved in the project's sub sector activities.

Indicator 7: Number of beneficiaries from project support to selected sub sectors		
Target for 2008:	2,200	
Sub-Sectors	Progress achieved	Targets reached
Cashew	Number of beneficiaries=2,185 (1,674 M + 511 F) Principal activities: stakeholder meetings & training of trainers and producers in improving cashew raw nut quality	
Bissap	Numbers of beneficiaries=5,506 (272 M + 5,234 F) Principal activities: stakeholders meetings & training of trainers and producers in production of commercial Bissap – increased productivity and quality	
Mango	Number of beneficiaries = 178 (163 M + 15 F) Principal activities: stakeholders meetings & training of trainers and producers in the fight against the fruit flies	
Artisanal Textile	Number of beneficiaries = 106 (24 M + 82 F) Principal activities: Stakeholders meeting & trainings/technical support in market trends, and manual spinning techniques	
Banana	Number of beneficiaries = 176 (176 M) Principal activities: training in introduction of a new banana technique production for improved productivity	
Fonio	Number of beneficiaries = 119 (68 M + 51 F) Principal activities: training in production, harvest and post-harvest techniques	
Dairy	Number of beneficiaries = 26 (24 M +2 F) Principal activities: Stakeholder meetings	
Sesame	Number of beneficiaries = 52 (46 M + 6 F) Principal activities: Stakeholder meetings	
Cotton	Number of beneficiaries=1,643 (1,254 M + 389 F) Principal activities: Training in production of fair trade cotton and organic cotton	
Total :		9,991 (3,701 M + 6,290 F)

The indicator 7 also does not capture all the beneficiaries. The support activities of training and extension work to support sesame farmers exceeded 7200 in 2008.

BDS Indicator 8: Number of participants in USAID-supported trade and investment capacity building training sessions

USAID EG provided trainings to increase participant skills to (a) advocate for improvements in the business environment, (b) advance private sector policy dialogue with government, and (c) form and sustain business associations.

Indicator 8	Number of participants in USAID-supported trade and investment capacity building training sessions	
Target for 2008:	2,500	
Sub-Sectors	Progress achieved	Targets reached
Cashew	Number of trainees = 2,115 (1,609 M + 506 F) Principal activities: Training of trainers and producers in improving cashew raw nut quality	
Bissap	Numbers of trainees = 5317 (177 M + 5,140 F) Principal activities: Training of trainers and producers in production of commercial Bissap – increased productivity and quality	
Mango	Number of trainees = 15 (15 M) Principal activities: Training of trainers and producers in the fight against the fruit flies	
Artisanal Textile	Number of trainees = 106 (24 M + 82 F) Principal activities: Stakeholders meeting & trainings/technical support on market trends, and manual spinning techniques	
Banana	Number of trainees = 176 (176 M) Principal activities: Trainings in introduction of a new banana technique production for improved productivity	
Dairy	Number of trainees = 26 (24 M + 2 F) Principal activities: Stakeholder meetings	
Sesame	Number of trainees = 52 (46 M + 6 F) Principal activities: Stakeholder meetings	
Cotton	Number of trainees=1,643 (1,254 M + 389 F) Principal activities: Training in production of fair trade cotton and organic cotton	
Total :		9,450 (3,325 M + 6,125 F)

BDS Indicator 9: Number of individuals who have received USAID-supported short-term agricultural sector productivity training

During the reporting period, the USAID EG program BDS Component organized numerous training of trainers and producers in the selected sub sectors. Training modules have been developed and training sessions were held in the following areas: mango fight against fruit flies; bissap cultivation best practices; banana-cashew-Fonio: harvest and post-harvest techniques; textile: manual spinning techniques & market trends; cotton: requirements and techniques to produce fair-trade and organic cotton.

Indicator 9		Number of individuals who have received USAID-supported short-term agricultural sector productivity training	
Target for 2008:		1,950	
Sub-Sectors	Progress achieved	Targets reached	
Cashew	Number of trainees = 2,049 (1,575 M + 474 F) Principal activities: Training of trainers and producers in improving cashew raw nut quality		
Bissap	Numbers of trainees = 5,387 (181 M + 5,206 F) Principal activities: Training of trainers and producers in production of commercial Bissap – increased productivity and quality		
Mango	Number of trainees = 15 (15 F) Principal activities: Training of trainers and producers in the fight against the fruit flies		
Banana	Number of trainees = 176 (176 M) Principal activities: Trainings in introduction of a new banana technique production for improved productivity		
Fonio	Number of trainees = 119 (68 M + 51 F) Principal activities: training in production, harvest and post-harvest techniques		
Cotton	Number of trainees= 1,643 (1,255 M+388 F) Principal activities: Training in production of fair trade cotton and organic cotton		
Total :			

BDS Indicator 10: Number of entities benefiting from USAID technical assistance

USAID EG is supporting institutions and enterprises directly or indirectly linked to the various operations of the selected sub sectors in terms of facilitating access to training , advisory services, technical expertise, organization, finance, and markets among other services to enhance the competitiveness of these entities.

Indicator 10:	Number of entities benefiting from USAID technical assistance	
Target for 2008:	2000	
Sub-Sectors	Progress achieved	Targets reached
Cashew	Number of entities = 2,168 Principal activities: stakeholder meetings & training of trainers and producers in improving cashew raw nut quality	
Bissap	Numbers of entities = 526 Principal activities: stakeholders meetings & training of trainers and producers in production of commercial Bissap – increased productivity and quality	
Mango	Number of entities = 116 Principal activities: stakeholders meetings & training of trainers and producers in the fight against the fruit flies	
Artisanal Textile	Number of entities = 46 Principal activities: Stakeholders meetings & trainings/technical support in market trends, and manual spinning techniques	
Banana	Number of entities = 176 Principal activities: training in introduction of a new banana technique production for improved productivity	
Fonio	Number of entities = 119 Principal activities: training in production, harvest and post-harvest techniques	
Dairy	Number of entities = 18 Principal activities: Stakeholder meetings	
Sesame	Number of entities = 36 Principal activities: stakeholder meetings	
Cotton	Number of entities=1,626 Principal activities: Training in production of fair trade cotton and organic cotton	
Total :		4,831

BDS Indicator 11: Number of firms receiving USAID-supported assistance to improve their management practices

USAID EG provided assistance to enterprises to strengthen their skills in financial management, strategic planning in sub sectors stakeholders meetings, and training on marketing, provision of information and communication technologies.

Indicator 11:	Number of firms receiving USAID-supported assistance to improve their management practices	
Target for 2008:	200	
Sub-Sectors	Progress achieved	Targets reached
Cashew	Number of firms = 103 Principal activities: stakeholder meetings & training of trainers and producers in improving cashew raw nut quality	
Bissap	Numbers of firms = 30 Principal activities: stakeholders meetings & training of trainers and producers in production of commercial Bissap – increased productivity and quality	
Mango	Number of firms = 35 Principal activities: stakeholders meeting & training of trainers and producers in the fight against the fruit flies	
Artisanal Textile	Number of firms = 17 Principal activities: Stakeholders meetings & trainings/technical support in market trends, and manual spinning techniques	
Fonio	Number of firms = 16 Principal activities: training in production, harvest and post-harvest techniques	
Dairy	Number of firms = 17 Principal activities: Stakeholder meetings	
Sesame	Number of firms =30 Principal activities: training in production, harvest and post-harvest techniques	
Cotton	Number of firms =29 Principal activities: Training in production of fair trade cotton and organic cotton	
Total :		277

BDS Indicator 12: Number of agriculture related firms benefiting directly from USAID-supported interventions

USAID EG provided technical assistance, including training, in (a) value-added and/or processing technologies, (b) promotion of improved/sustainable production techniques, and (c) promotion of activities to address key sector issues and promote new investments.

Indicator 12:	Number of agriculture related firms benefiting directly from USAID-supported interventions	
Target for 2008:	2,000	
Sub-Sectors	Progress achieved	Targets reached
Cashew	Number of firms = 2,155 Principal activities: stakeholder meetings & training of trainers and producers in improving cashew raw nut quality	
Bissap	Numbers of firms = 524 Principal activities: stakeholders meetings & training of trainers and producers in production of commercial Bissap – increased productivity and quality	
Mango	Number of firms = 107 Principal activities: stakeholders meetings & training of trainers and producers in the fight against the fruit flies	
Banana	Number of firms = 176 Principal activities: training in introduction of a new banana technique production for improved productivity	
Fonio	Number of firms = 119 Principal activities: training in production, harvest and post-harvest techniques	
Dairy	Number of firms = 16 Principal activities: Stakeholder meetings	
Sesame	Number of firms = 30 Principal activities: Stakeholder meetings	
Cotton	Number of firms = 1,626 Principal activities: Training in production of fair trade cotton and organic cotton	
Total :		4,753

BDS Indicator 13: Number of firms receiving capacity building assistance to export

USAID EG is supporting firms enterprises directly or indirectly linked to the various operations of the selected sub sectors in terms of facilitating access to training/information for the export market, such as trade promotion, facilitation between seller/buyer, market analysis and information.

Indicator 13:	Number of firms receiving capacity building assistance to export	
Target for 2008:	2,000	
Sub-Sectors	Progress achieved	Targets reached
Cashew	Number of firms = 2,155 Principal activities: stakeholder meetings & training of trainers and producers in improving cashew raw nut quality	
Bissap	Numbers of firms = 299 Principal activities: stakeholders meetings & training of trainers and producers in production of commercial Bissap – increased productivity and quality	
Mango	Number of firms = 26 Principal activities: stakeholders meetings & training of trainers and producers in the fight against the fruit flies	
Artisanal Textile	Number of firms = 17 Principal activities: Stakeholders meetings & trainings/technical support on market trends, and manual spinning techniques	
Banana	Number of firms = 176 Principal activities: training in introduction of a new banana technique production for improved productivity	
Sesame	Number of firms = 30 Principal activities: Stakeholder meetings	
Cotton	Number of firms = 1,625 Principal activities: Training in production of fair trade cotton and organic cotton	
Total :		4,328

BDS Indicator 14: Number of producers' organizations, and trade and business associations assisted as a result of USAID's interventions

USAID EG is supporting producers' organizations, and trade & business associations through training in value-added activities, improved production techniques to promote new investments and enhance the competitiveness of these entities.

Indicator 14:	Number of producers' organizations, and trade and business associations assisted as a result of USAID's interventions	
Target for 2008:	80	
Sub-Sectors	Progress achieved	Targets reached
Cashew	Number of producers' organizations = 92 Principal activities: stakeholder meetings & training of trainers and producers in improving cashew raw nut quality	
Bissap	Number of producers' organizations = 2 Principal activities: stakeholders meetings & training of trainers and producers in production of commercial Bissap – increased productivity and quality	
Mango	Number of producers' organizations = 1 Principal activities: stakeholders meetings & training of trainers and producers in the fight against the fruit flies	
Banana	Number of producers' organizations = 1 Principal activities: training in introduction of a new banana technique production for improved productivity	
Fonio	Number of producers' organizations = 10 Principal activities: training in production, harvest and post-harvest techniques	
Dairy	Number of producers' organizations = 7 Principal activities: Stakeholder meetings	
Sesame	Number of producers' organizations = 17 Principal activities: Stakeholder meetings	
Cotton	Number of producers' organizations =87 Principal activities: Training in production of fair trade cotton and organic cotton	
Total :		217

BDS Indicator 15: Number of women's organizations/associations assisted as a result of USAID's interventions

USAID EG is supporting women's organizations/association through training in value-added activities, improved production techniques to promote new investments and enhance the competitiveness of these entities.

Indicator 15:	Number of women's organizations/associations assisted as a result of USAID's interventions	
Target for 2008:	10	
Sub-Sectors	Progress achieved	Targets reached
Cashew	Number of women's organizations = 12 Principal activities: stakeholder meetings & training of trainers and producers in improving cashew raw nut quality	
Bissap	Number of women's organizations = 129 Principal activities: stakeholders meetings & training of trainers and producers in production of commercial Bissap – increased productivity and quality	
Artisanal Textile	Number of women's organizations = 3 Principal activities: Stakeholders meetings & trainings/technical support in market trends for home décor & gifts, dyeing techniques, weaving and stylist design	
Fonio	Number of women's organizations = 23 Principal activities: training in production, harvest and post-harvest techniques	
Total :		167

BDS Indicator 16: Number of USG supported training events on topics related to investment capacity building and improving trade

During the reporting period, USAID EG organized several training events in the selected sub sectors. Training events related to the following areas: mango: fight against fruit flies; bissap: cultivation best practices; cashew: improving the quality of raw nuts; banana: cultivation techniques for improved productivity; artisanal textile: market trends and hand spinning techniques; cotton: cultivation techniques for organic and fair trade cotton; sesame: best cultivation techniques; fonio: cultivation, harvest and post harvest techniques.

Indicator 16:	Number of USG supported training events on topics related to investment capacity building and improving trade	
Target for 2008:	50	
Sub-Sectors	Progress achieved	Targets reached
Cashew	Number of training events = 87	
Bissap	Number of training events = 17	
Mangue	Number of training events = 3	
Artisanal Textile	Number of training events = 5	
Banane	Number of training events = 1	
Fonio	Number of training events = 6	
Coton	Number of training events = 59	
Total :		178

BDS Indicator 17: Number of “full-time” jobs created by USAID assisted firms

USAID EG assists producers, traders, exporters, and service providers benefiting directly or indirectly from the project activities. This assistance creates “full-time” jobs and contributes to employment generation.

Indicator 17	Number of “full-time» jobs created by USAID assisted firms	
Target for 2008:	950	
Sub-Sectors	Progress achieved	Targets reached
Mango	- Number of persons = 2,933 (557 M + 2,376 F)	
Cashew	- Number of persons = 70 (29 M + 41 F)	
Bissap	- Number of persons = 43 (14 M + 29 F)	
Artisanal Textile	- Number of persons = 79 (39 M + 40 F)	
Banana	- Number of persons = 375 (375 M)	
Fonio	- Number of persons = 5 (1 M + 4 F)	
Sesame	- Number of persons = 16 (15 M + 1 F)	
Cotton	- Number of persons = 27 (27 F)	
Total :		3,548 (1,030 H + 2,518 F)

3.5. CONSTRAINTS, OPPORTUNITIES, AND PRIORITIES

CONSTRAINTS

Constraints affecting BDS during 2007 -2008 in implementing the activities planned included:

- The absence of special assistance funds (SAF) to support sub-sector pilot programs is a constraint to support new development initiatives. The new Task Order 4 in which a grant fund is planned will address this problem. Promotion of pilot production sites, introduction of new technologies, market and production trials, branding and certification, information, training, expertise, support to associations as BDS facilitators, capacity building of service providers, and development of markets for BDS are some of the areas that would need initial financial support. Unfortunately, the program does not have any provisions for cost sharing or grants and this limits the impact and capacity of the program to implement the action plans recommended. Establishment of a special assistance or grant fund would make change much faster in promoting the growth of the sub-sectors selected.
- Absence of effective sub-sectors' trade associations: in order to implement the programs, reaching producers at different levels continues to be a constraint for implementation of sub-sectors' growth programs with a few exceptions such as ONAPES in the Fruit and vegetable sub-sector. There are practically no sustainable professional associations able to give leadership in bissap, cashew, banana, artisanal textile, and fonio sub-sectors. This situation to certain extent was addressed through MOUs signed with NGOs, individual private sector companies in the sectors such as sesame, fonio, and bissap. However, under the planned Task Order 4, funding will be available to strengthen sub-sector associations.
- The BDS component initially focused on four sub-sectors (cashew, mangoes, bissap, and artisanal textile) and extended its interventions to a number of others (neem, gum Arabic, bananas). The addition of a new Task Order on cotton improvement initiative and diversification of agriculture increased the number of value chains to be supported (cotton, Sesame, fonio, dairy). This increase created difficulties due to limited financial resources available. Therefore, the 2009 work plan will review which sub-sectors offer the best opportunities and will focus on streamlining activities.
- The significant delays (nearly six months) in 2008 in the signing of the subcontracts for ATA and Land O'Lakes (still not signed) created difficulties for USAID EG to win back the confidence of the respective subsector stakeholders and affected expected results. ATA started its activities in June 2008. Work on support to dairy sector by Land O'Lakes is still pending.
- Collection of data related to the progress achieved from different sectors in the field continues to be a difficult task. Some of the stakeholders are very cautious in revealing data due to many reasons such as lack of reliable records, fear of the tax authorities, and issues of confidentiality. Therefore, data collection on activities such as investments and sales is under-reported. However, the M and E consultancy firm selected in 2008 to collect the data from different sectors for 2008 made considerable effort.

OPPORTUNITIES

The strategic initiatives implemented under the program during the last two and half years using a value chain analysis approach show increasing prospects for growth opportunities for the future.

- The activities during the past two and half years using the value chain approach, while at the same time showing the impediments also demonstrated the growth opportunities in a number of sub-sectors. The indicators analyzed suggests the potential for all these sectors in terms of development of SMEs in the rural sector, potential for employment creation and increased income to the rural population, potential of exports, potential investment opportunities and potential to produce to ensure food security. One the roles of EG is to unblock the impediments to growth in the subsectors which offers opportunities for BDS as well.

- The private sector and farmers are showing an increasing confidence in the potential of number of agro- based sectors to invest. Sub-sectors such as sesame, bissap, mangos, fonio, organic and fair trade cotton are attracting new investments.
- In the case of the mango sector, the activities launched on the fight against fruit flies demonstrated increasing possibilities to reduce post harvest losses and increased production for exports and local market. In addition, a mission organized by USAID EG for selected stakeholders confirmed the possibility of expansion of mango sector value addition opportunities such as dried mangos and fresh mango processing.
- Senegal can offer increasing commercial production of pure bissap seeds and dried bissap flowers (calyx) of quality for export markets. In addition, the sub-sector could offer investment opportunities for value addition and diversification of products from bissap such as organic bissap, processed bissap, and dehydrated bissap.
- 2007 and 2008 seasons of cashew showed increased exports of raw nuts from Senegal. In 2007 exports of raw nuts were estimated at 15,000 tons to 20,000 tons that then increased to 30,000 tons in 2008. This represented an export income of US\$ 10 million in 2007 and US\$ 22 million 2008. This translates into new investment opportunities for expansion of plantations, investments in drying and other post harvest activities and local value addition such as shelling and roasting of the nuts and processing of the cashew apple.
- The activities of ATA in the woven textile sector during 2007 and 2008 through product development and marketing opened up new opportunities for woven textiles for the US market as well as new opportunities for investments in organic cotton, natural dyes production for value added organic cotton, and hand spinning and the increased use of natural dyes .
- The sesame sub-sector demonstrates very significant export potential for the future. This sector has already attracted investments from number of private and foreign owned companies and USAID EG initiated a number of pilot programs.
- The work plan for fonio, neem (*Azadirachta indica*), gum Arabic and banana also demonstrate potential areas of growth expansion.
- The value chain findings of the dairy sector by Land O' Lakes suggest the opportunities for potential growth of the sector.

PRIORITIES

The BDS component will focus more on:

- Promoting market development initiatives, particularly in the export markets for bissap, cashew, artisanal textile, mangos, organic and value added cotton, dairy and bananas sub-sectors
- Limiting the number of sub-sectors to be supported and concentrate on specific programs for the selected sub-sectors
- Promoting local value addition for selected products: bissap, cashew, mangoes, cotton and fonio,
- Working on developing policy reforms specific to sub-sectors through a broad-based stakeholders consultative process (value chain action committees), and
- Strengthening sub-sectors organizations/associations and BDS providers for sustainability
- Once there is a clear GOS policy on development of PPPs, the potential for BDS related PPPs would increase.

3.6. SUCCESS STORIES

SUCCESS STORY- I – CASHEW NUTS PROCESSING

GIE BEYE COUNDA PRODUCES FOR THE EXPORT MARKET: AN EXAMPLE OF WOMAN ENTREPRENEURSHIP IN ZIGUINCHOR

Cashew Convert's Leap of Faith

Prices for cashews have hit a 10-year high in West Africa, and Awa Beve, president of the Beye Counda Economic Interest Group, could not be more pleased. She took a gamble, cashed out of a textile business in 2006 and decided to try cashew nut processing in 2006 in Senegal's cashew-rich Casamance in the south.

"I saw Indians coming to buy nuts to take it back to their country for processing, and thought- why can't I do that?"

India is the top global producer of cashew nuts, as well as the number one destination for processing, which involves cracking, peeling, grading, and packaging the nuts before they are shipped for retail around the world, with the number one spot being the cashew-craving United States.

And while West Africa is one of the world's top exporters of raw nuts, earning about \$300 million in 2007, trade experts say the region could earn up to 50% more if it can process more nuts locally.

With her \$4500 in savings, Beve bought one machine to shell the nuts, and launched her business with two daughters and a cousin.

The only problem was- cashews were a world away from cotton and textile dyeing, what she had done for 25 years.

But with the help of an on-site USAID Economic Growth (EG) Program facilitator/trainer, she learned the basics: don't pluck nuts from the tree; the best nuts that get top dollar have to ripen and fall; pick the nuts within 24 hours before insects attack them; separate the hot pink juicy fruit from the nut so it won't dampen and discolor the nut; dry the nuts in the sun for up to three days and don't store the nuts in plastic, which trap moisture and ruin the nut.

"My advisor has been with me since day one, from when I apprenticed at another cashew processing company in Ziguinchor to when I started my own business. I am still learning," says Beve.

USAID'S EG Program bought her two more machines worth more than \$250 each 2007. In two years, she has increased by four times her daily rate of shelling raw nuts to 200 kilos/day. At the peak of the harvest, up to 20 employees help her, earning about \$130 a month. USAID EG Program also helped her to negotiate her first contract in 2007 with a Gambian company that agreed to cover her up front production costs, which they deduct from her exports. She estimates selling about one ton of processed cashews in 2007.



Mme Beye and the Members of the GIE Beye Counda processing unit peeling and sorting cashew kernels- Ziguinchor 2008



Locally Made Cashew shelling machines with USAID EG Support at the GIE Beye Counda processing unit August 2008

“This is really hand-tiring work, but I wouldn’t change,” says cashew convert Beve, “We hand pick the nuts, cook them, dry and peel them. This can take up to one week to process just 100 kilograms.”

Beve has made back her leap-of-faith investment, doubling her funds to about \$9000, pledging to stick with the business despite a tough year when increased demand drove up cashew prices, which halved her profits.

“That is the nature of this work. But I will stay with this for a few more years, at least. If there are people coming from Asia for our nuts, why shouldn’t I do something if I am already here?” asks Beve.

SUCCESS STORY 2: CASHEW. PRODUCERS AND COLLECTORS IN RURAL AREAS IMPROVE THE QUALITY OF CASHEW NUTS FOR EXPORT – TRAINING AND INFORMATION PROGRAM THROUGH THE MEDIA.

Several thousands of people in the Casamance are involved in the production, processing and marketing of cashew nuts. Despite development potential, the cashew sub-sector in the Casamance is slow in producing the expected economic impact due to the ageing of the trees, lack of maintenance of the plantations, and the lack of knowledge on harvest and post harvest techniques by the population. This leads to a decrease in the productivity and the quality of the cashew nuts, and to relatively low farm gate prices.

To remedy this situation, beginning in 2007 USAID EG initiated a training program on how to improve the quality of cashew nuts to assist producers in increasing their incomes.

Faced with the interest generated by the producers’ training, USAID EG decided to put in place a training and sensitization program through radio broadcasts to cover the maximum number of stakeholders. The regional station for RTS in Ziguinchor (the main broadcaster) aired the program along with five private community radios in different cashew producing zones. This collaboration served as a useful training and information tool to create a partnership with the media, and was very successful in view of the popularity of the program in the Casamance particularly in rural areas. According to preliminary estimates, more than 100,000 people directly and indirectly linked to the cashew sector specifically listen to the radio programs in Casamance.

The experience was very instructive for the community radios because it enabled a transfer of expertise from RTS Ziguinchor to these local radios that do not have quality staff. The experience also enabled the radios to improve their equipment and consequently to do better broadcasts.

The collaboration model between RTS Ziguinchor and the community radios was replicable because “La Cigogne”, a French company that markets agricultural products started a radio program to promote their products among producers using this model.

Other development programs in the Casamance signed agreements with RTS Ziguinchor and the community radios for a radio program using the EG model.

Now, thanks to this model, the community radios have a source of income, and produce and broadcast programs that meet the information needs of their local populations.

SUCCESS STORY 3 – Fair trade cotton in Senegal – New cotton value added in Senegal

SUCCESS STORY FAIR-TRADE COTTON IN SENEGAL

It sounds like a fairy tale: a farmer sows a seed gently in the earth, and then watches it grow into a classroom, mills, school supplies, and cereal banks. But more than a rural moral fable, this has been the social harvest for communities in southern Senegal growing fair trade cotton during the past five years.



Demba Seydi, Broadcaster of the FM AWAGNA of Bignona, synchronizing with RTS Ziguinchor –Bignona, August 2008

Faced with the rising cost of growing conventional cotton, and ever-shrinking profits, Senegal's national cotton trade association, Society of Development and Textile Fibers (SODEFITEX), looked to fair trade cotton starting in 2003 for some relief. Five years, almost 11,000 hectares of fair trade cotton and more than 15,000 certified producers later, SODEFITEX and USAID Economic Growth (EG) Program are working to strengthen and expand Senegal's fair trade cotton producer network.



Hand weeding of fair trade cotton in Médina Yoro foula / Kolda, July 2008



Hand weeding of early fair trade cotton, Saraya, August 2008

In 2008, USAID EG Program facilitated through SODEFITEX the training of 29 fair trade cotton promoters, 217 cotton producers using a fair trade cotton instruction manual translated to the three most common national languages, and training on how to fight cotton contamination, expected to reach 400 producers and 175 women who harvest seed cotton.

To earn the fair trade cotton label, producers agree to standards that ensure an environmentally friendly product, including not using genetically modified seeds or more than 100 pesticides; enriching the soil; practicing crop rotation and hand picking, and reducing the use of chemicals. They agree to invest a percentage of cotton proceeds back into the community.

In return, fair trade cotton producers get better prices. In Senegal, they earned 42% more income than their conventional cotton colleagues, or about \$100 more per hectare, in 2007. They agree to invest more than a third of these proceeds back into the community.

Since 2003, SODEFITEX has reported almost \$43,000 in fair-trade funded community investments, including cereal banks that help feed communities during the lean harvesting season by storing the previous year's harvest for loan to cash-strapped families, and new classrooms in bulging too-tight schools.

But Magnang Niang with SODEFITEX says fair trade returns are not only concrete bricks and stones improvements, "The committee structure, oversight and monitoring required for fair trade certification and cotton cultivation improves social cohesion, reinforces leadership capacity, improves transparency [of cotton operations], and accords a prominent management role to women."

He adds fair trade cotton cultivation gets more children into school, and keeps them there longer, as well as improves natural resource management, minimizes water pollution, and reduces the risk of brush fires.

And of course, there are the financial rewards.

Worldwide, fair trade certified sales totaled more than \$3 billion in 2007, an almost 50% increase over the previous year, according to Fair-trade Labeling Organizations International. This umbrella advocacy non-profit reports more than seven million fair trade producers—which translates into tens of millions more people when their families are considered, multiplied by the number in their communities—who benefit from fair-trade funded community investments.

In Senegal, expected revenue for 2008's fair trade cotton harvest will earn farmers an extra \$2.7 million dollars over the minimum price paid for cotton, of which \$1 million will go to their communities—a nice modern twist to the classic cotton fairy tale.

SUCCESS STORY 4 SESAME SUB-SECTOR; THE DEVELOPMENT OF A MARKET OF TRAINING SERVICES: EXPERIENCE OF THE SESAME PROGRAM

REVIVING THE SESAME SECTOR ONE TRAINER AT A TIME

It has been years since residents of Koussanar, a town in southern Senegal 400km away from the capital, have tasted sesame oil made from the region's homegrown sesame seeds. With USAID Economic Growth (EG) Program's help, that day may approach more quickly. USAID's EG Program is helping to revive a long-dormant sector by producing and distributing 750 guides on sesame cultivation practices in local languages and French, training 20 trainers throughout the country, and kick starting production by investing in sesame farmers.

The guides have been picked up and broadcast over local community radio, and are passing from trainer to community, in northern, southern and eastern Senegal, thus far, with outstanding requests from four more regions for train-the-trainer sessions.

In recent years Senegalese farmers have focused on cash crops like cotton and peanuts, turning their back on the manual cultivation of sesame seeds. But with changing tastes and a slump in local orders for peanuts, as well as declining cotton profits, cash-strapped farmers have been looking for an alternative potential cash crop.



**Trainer Khardy Ndiaye
June 2008**

In June 2008, forestry and agricultural specialist Khardy Ndiaye attended a trainers' training hosted by USAID EG Program and local non-profit Group for Community Development Action in Koussanar. In turn, Ndiaye is now spreading the best practices to about 50 people working in agriculture in Koussanar. "Some of these farmers think they know sesame seed planting," says Ndiaye, "but what they know are outdated, manual, time and labor intensive practices. We learned from USAID EG Program how to do it better."

The slim illustrated guide, which is now available in the three most widely spoken ethnic languages in Senegal, is already distributed in French and Mandingue. "These guides are incredibly helpful, helping people choose the best seeds to plant, teaching them how to monitor plant growth, how to fertilize, and how to monitor for plant diseases."

Farmers are reluctant to go back to cultivating an abandoned crop, but Ndiaye says they have little choice and need to search for a viable cash crop alternative, "We have to adapt. The world has changed. Tastes change. Prices change. So we, too, need to change."

Food insecurity has spiked in pockets of Senegal, hitting rural areas twice as badly as urban ones as the price of rice- a Senegalese staple- has steeply increased. "Even if these seeds don't prove to commercially profitable," says trainer Ndiaye, "they still have the power to lift people out of malaise, to radically improve their income and also feed for their animals' nutrition."

But she is not writing off the possibility sesame can also inject much-needed cash into Senegal's rural areas, reminding farmers how some experts have estimated potential sesame revenues of up to \$500 per hectare.

SUCCESS STORY 5 - AID TO ARTISANS SUCCESS STORY: 10,000 GIRLS, ONE WOMAN, AND A FEW DOLLS

AID TO ARTISANS REMAKES DOLLS AND DOLL MAKERS

Viola Vaughn's girls are getting a completely new look, thanks to USAID Economic Growth (EG) Program through Aid to Artisans. So are their dolls, says Vaughn, the founder of Women's Health Education and Prevention Strategic Alliance (WHEPSA), which offers a doll making class through its non-profit 10,000 Girls education and entrepreneurial training program.

Years ago, a steady stream of girls visited Vaughn's home in Kaolack, Senegal for help with schoolwork. They had no books. No place to study. From Vaughn's home grew a vision that a village of girls, 10,000 of them, would one day have books, a place to study and way to earn money to support themselves.

Seven years, 1,500 girls and two girl-led businesses later, Vaughn has turned her vision into a village of 16 to 26-year-old girls helping younger ones through school. In 2003, Vaughn launched an export business that sold handmade dolls, quilts and other artisan products. The girls keep the profits, investing some back into the education program to help buy books and school supplies for hundreds of other girls.



Viola Vaughn, left, in Kaolack with some of her 10,000 girls, Docey Lewis ATA in red, trained on sewing techniques and provided product development on dolls. Also pictured are volunteers

“Girls learn how to take care of themselves and their community. They become more confident when they know they are responsible for so many others,” explains Vaughn.

For four years, the girls created dolls out of ingenuity and rags, but little else. Then in 2007, Vaughn met international textile expert Docey Lewis with Aid to Artisans at a USAID EG Program training, who agreed to help give the dolls a makeover.

During a workshop with six young doll makers, Lewis realized the problem wasn't only cosmetic, but also structural: she had the girls replace the dolls' foam rubber stuffing, which is not allowed in the United States, with subsidized cotton stuffing purchased locally. This stuffing allows the girls to market their handmade dolls in the United States.

But the dolls still did not seem happy. Lewis to the rescue again, says Vaughn. “The dolls' faces really did not have any expressions. They were flat, lifeless. She [Lewis] helped us improve their faces, and showed us how to add smiles.”

After Lewis' training, Vaughn said the girls took her techniques and have grown their own doll village. “Our early doll was a chocolate one made from scraps. Now we have a professional doll with sewn hair, the girl's name embroidered on the back, wearing fashionable clothes.” 10,000 Girls sells the dolls in three sizes, including a boy and girl set, in the colors of chocolate, mocha, vanilla, blueberry, mint, and raspberry.

In a follow-up workshop with 12 girls in June 2008, also attended by two artisans working with handicapped sewers, Lewis found the girls' original one rag doll offering had spawned a village of dolls in different colors and sizes, dressed in new Senegalese fabrics.

Since the rag dolls were born in 2003, their price has since doubled. In 2007, Vaughn says she sold about \$38,000 in artisan textile products both locally and abroad. In a country where the average annual income is about \$800 per person, not only the dolls are smiling, but also their creators. And in another imitation of their makers, the next dolls will soon come with hand sewn backpacks—just in time for a new school year.



The new two sided dolls and purses developed by ATA consultant, using SOTIBA donated fabrics.

SUCCESS STORY 6: BIOLOGICAL FIGHT AGAINST THE FRUIT FLIES – EXPERIENCE OF KEUR MBIR NDAO IN SENEGAL

GROWING PROFITS, ONE MANGO AT A TIME

For years, farmers in one of Senegal's most mango rich zones, Keur Mbir Ndao, were losing more than half their harvests. While some wrote it off to god's wrath, researchers told them the cause was actually *Bactrocera invadens*, an Asian fruit fly first discovered in Kenya in 2003.

The president of the Cooperative of Fruit and Vegetable Producers (COOPROFEL), Amadou Diakhate, said farmers were close to giving up, "People did not know how to deal with these flies and were ready to cross their arms in defeat."

In a country where more than 25,000 are directly employed by the mango industry, USAID Economic Growth (EG) Program's business development advisor, Dr. Patrick Nugawela, says fruit flies threaten not only fruit, but also livelihoods, "The mango industry has a wide spectrum of people depending on it, so the mango flies are affecting everyone across the spectrum, from the producer to the exporter."



Starting in 2007, USAID's EG Program has worked with trade associations like Keur Mbir Ndao's cooperative to fight back through a nationwide government led-Integrated Project to Control Fruit Flies.

In 2008, the cooperative hired 30 educators to show farmers that unkempt fields and rotting fallen mangoes breed flies, how to attract the flies with something as simple as basil plants or traps rigged with lady's cream or nutmeg- scents that attract fruit flies- and, finally, how to control the flies with neem oil.

In 2005, farmers produced 60,000 metric tons of mangos valued at almost \$10 million. Four-thousand tons were exported, mostly to the European Union, which was worth a little over \$4 million. But flies helped cut the planting season short, with the last mangos harvested by 15 August.

In 2006 and 2007, the farmers had some relief with fruit fly interventions, but the season still ended by 15 September. Even this extra month helped earn Senegal an extra \$5 million in mango money each year.

Diakhate says this increase was enough to help some farmers buy an entire year's worth of rice for their families following the end of the harvest season, "If people didn't have room to store the rice, they would leave it at the store, and come by to pick up their rice supply monthly."

Reflecting global price increases, the price of rice in Senegal has increased by 74% over the past two years, pushing entire communities in the rice-dependant country into malnutrition.

But as of 30 September in 2008, Diakhate says he still has rice purchased from last year, and is still harvesting mangoes, "We expect this harvest to go until October." So far in 2008, farmers surveyed in Keur Mbir Ndao report on average almost 70% more in income.

But for Diakhate, the battle has not been won yet. "Not all mango growers are engaged in the fight. We are still losing about 15 percent of our harvest [an estimated more than \$1 million in lost revenue.] We need to stay vigilant. The flies are smart. We have learned just how quickly they reproduce."

Producers	Incomes in Year 2007(CFAF)	Incomes in Year 2008(CFAF)
Samba FAYE	1 350 000	2 000 000
Ibra DIAGNE	750 000	1 350 000
Ndiaga SALL	800 000	1 500 000
TOTAL	2 900 000	4 850 000

Continuous export

Up to September 10, the Soleil Vert enterprise is collecting mangoes in Keur Mbir Ndao for export. This timing of the production and collection is of a major interest for the producers.

SUCCESS STORY NO. 7: FONIO SUB-SECTOR

VALUE ADDED BY THE RURAL MICRO ENTREPRENEURS: EXPERIENCE OF THE FÉDÉRATION “YAKAAR NIANI WULLI” OF KOUSSANAR

Rural Federation Looking for Fonio Partner- Must Cook

So what your mother told you about the packaging not being important because it is what is inside that really matters was not *entirely* correct. At least not for the mostly female Yakaar Niani Wulli [the hope of villages Niani and Wulli] Federation of small-scale farmers in southern Senegal.

While trying to boost their family incomes by reviving the planting and sales of a local cereal, fonio, they learned packaging more than doubles the price they get for their fonio to more than \$2 per kilogram.

Fonio is tinier than a grain of sand, and though the smallest member of the millet family, comes packed with proteins. In recent years, organic food biochemist Malik N'diaye with the Senegalese non-profit Environment, Development Action in the Third World (ENDA) says skyrocketing rice prices, a Senegalese staple, coupled with declining profits for cash crops like cotton have revived interest in fonio.

Because of its miniscule smaller-than- couscous size, it is incredibly hard to get it out of its husk. Fonio evokes rural images of a woman standing over a mortar pounding the seeds with sand, and then separating the grains from the sand.



New packaging of the pre-cooked Fonio marketed by the Fédération

But Ndiaye says it is time people changed their image of fonio, “It may be arcane because it has been around for so long, but it has medicinal properties able to fight diabetes, which has sparked recent interest.”

And the interest has not only been in West Africa. In 2007, USAID Economic Growth (EG) program facilitated an international tasting event of organic fonio in the heart of Koussanar, a rural birthplace of the cereal located more than 400 km east of the capital Dakar. An American exporting company bought two tons of the pre-cooked fonio cereal from the federation, which was the federation’s lone export last year.

The federation is expected to harvest 20 tons from 60 hectares in 2008, with 10 tons to be sold and the other half reserved for local consumption.

The federation of about 2,000 members, mostly women, is trying to buy a husking machine to make their work quicker and to increase production. USAID EG program has renewed its support for the federation in 2008, setting two goals of increasing the supply of processed fonio, and finding a steady long-term business client.

ENDA’s N’diaye says the new packaging still carries the same content: locally it is known as the first meal a newlywed wife should prepare for her husband. But for a growing niche, it is also a nutritious, protein-packed organic specialty good.

4. PUBLIC PRIVATE PARTNERSHIPS

4.1 TARGETED RESULTS AND PLANNED ACTIVITIES

4.1.1 RESULTS TARGETED

Activities for the Public Private Partnership Component are based on two contractual results to which the following indicators correspond:

- Number of fully executed, USAID approved, complex GOS PPPs for public goods and services.
- Number of institutions benefiting from USAID assistance in developing PPPs.

4.1.2 PLANNED ACTIVITIES FOR 2007 -2008

A. INSTITUTIONAL ENVIRONMENT

- Furnish technical assistance to the GOS to create a PPP unit using the international best practices.
- Furnish technical assistance to establish a strategic implementation framework, which will introduce a regulatory environment that facilitates PPP projects, provides comfort to investors, and provides guidance and direction to other public bodies, which may play a role in identification, selection, and monitoring of PPPs as well as provide guidance to private sector institutions who may be potential partners.
- Conduct workshops on PPP development, which may be done jointly with the GOS and donors in order to engage the private sector in developing PPPs.
- Continue the dialogue with CREA on the creation of a center of excellence on development of PPPs at Cheikh Anta Diop University, modeled on the centers of excellence in Africa at the University of Cape Town and University of Zambia.

B. PPP PROMOTION AND CAPACITY BUILDING

- Pursue a promotional campaign by targeting technical ministries likely to initiate PPPs, such as the Ministries of Education, Health, and Culture.
- Extend the campaign to public institutions such as the l'Agence de Développement Municipal and APIX to explore potential partners in PPP creation.
- Finalize the development of PPPs with PDMAS.
- Work with the civil society, the public and private sector and PPP specialists towards the creation of an association charged with promoting PPPs in Senegal.
- Provide technical assistance to the Ministry of Finance's CEPOD that has the mandate for capacity building on development of PPPs for the GOS.
- Fund observational tours for targeted GOS and private officials to countries at the forefront of developing PPPs based on the return on investment for EG in funding such tours. (Return on investment means defining the core quantitative and qualitative benefits that EG will receive)

C. SPECIFIC PPP PROGRAMS

1. The Cold Storage Freight Facility and the Sangalkam Packaging Facility

- Finalize the development of the PPP with PDMAS and monitor implementation

2. Niokolo Koba National Park (PNNK)

- Finalize the legal documents and signing between the GOS and the African Parks Foundation by December 2007 for the management of the Niokolo Koba National Park

3. Other activities

- Continue hosting the informal or ad hoc meetings with donors on PPP development represented by World Bank, UNIDO, PPIAF, Agence Française de Développement, and German Government assistance agencies, IMF, UNIDO PPIAF; GOS institutions represented DASP, APIX, CEPOD, Office of the President; and private sector represented by the Chamber of Commerce, CNES, CNP, MEDS and UNACOI.
- Explore with the BDS component, possibilities to develop PPPs in subsectors supported by the project.

4.2 PROGRESS ACHIEVED

A. INSTITUTIONAL ENVIRONMENT

Little progress was made on all fronts related to PPP development as defined in the work plan because of challenges beyond control of the Program. These included:

- a. not being able to deliver support for the creation of the PPP Unit as discussed below,
 - b. the lack of political will from the highest level of government to clearly define a government policy, and
 - c. resulting turf battles among agencies and ministries on control of development of PPPs.
- By letter of October 29, 2007 to USAID, the Minister of the Economy and Finance requested support for the then newly created Direction de l'Appui au Secteur Privé (DASP). USAID was the first donor from which the Ministry requested assistance. The Terms of Reference prepared by the DASP with assistance from USAID mentions the need for an international consultant to prepare a detailed plan to refine the work that has already been started by DASP on PPP development. Based on the reply from USAID to the Minister, DASP placed bid tender notices (avis d'appel d'offres) in the local press between February 18 to 21, 2008 for a consultant to provide assistance for a vision and strategy for private sector development for DASP. Soon thereafter, the Minister of Finance at the request of the highest level of government cancelled the bid tender.
 - The first draft of the legal and regulatory manual being prepared by a Senegalese legal expert was delivered in April 2008. A committee including a lawyer with extensive experience in PPP development, a PPP development expert, the Permanent Secretary for the Committee to Implement and Monitor the AGS and the COP reviewed all the documents presented. A report from this committee was sent to the legal expert followed by a meeting with the expert on steps to improve the manual. The final manual is due in October 2008, which will be reviewed by a committee of stakeholders for validation.

B. PPP PROMOTION AND CAPACITY BUILDING

- CEPOD has the role by the GOS for training for PPP development in both the private and public sector. The management of CEPOD wanted to have EG provided technical assistance to do additional training. However, USAID decided not to go further until clarification of the PPP issue.
- Currently everything pertaining to PPP development within the GOS is frozen except for APIX's role to develop very large projects: the toll road, the economic zone, and the airport in Diass.

C. SPECIFIC PPP PROGRAMS

1. The Cold Storage Freight Facility and the Sangalkam Packaging Facility

- Progress was stymied because the company that submitted the only bid (Dakar based Groupement MENZIES/AHS, a subsidiary of John Menzies plc) was reluctant to provide the necessary information to finalize a contract. No reasons were given for this reluctance. As a result, eventually the responsibility to manage the facilities will be transferred by the Ministry of Agriculture to the newly created Fondation Origine Senegal-Fruits et Legumes that will have the role of supervising the export of all fruits and vegetables.

2. Niokolo Koba National Park (PNNK)

- During the first half of the year, significant progress was made towards creating a PPP to manage PNNK with the African Parks Foundation as the private partner and the Ministry of the Environment and Nature Protection representing the GOS. The Foundation manages parks in Zambia, DR Congo, Ethiopia, Malawi, and Sudan, all of which were damaged to almost irrecoverable levels and in situations as dire as PNNK. Because of the number and size of the parks it has invested in, APF is on the cutting edge of biodiversity management in Africa.
- The technical assistance provided by EG included a lawyer, a protected areas expert, and a PPP expert. The protected areas expert concurred with the findings of African Parks that PNNK was endangered and that within a short period of time the park will die. There has been no movement towards finalizing the PPP during the second half of the year. Because of the urgency, USAID will continue to work closely with the Ministry and the private partner to find a solution that will save the park.

3. Other activities

- The ad hoc meetings among donors and the private and public sector continued including adding a new member and potential partner for development of small PPPs, the Agence Senegalaise d'Electrification Rural (ASER). The meetings were instrumental in keeping an informal dialogue open even though the formal dialogue between the GOS and stakeholders was stymied.

4.2.1 BASIC STEPS FOR PPP DEVELOPMENT

Over the period EG defined the basic steps for development of a PPP based on international best practices:

- 1) Adoption of the terms of reference
- 2) Selection of a consultant
- 3) Conduct of feasibility studies
- 4) Adoption of the request for proposal document
- 5) Issuance of the request for proposal.
- 6) Selection of Private Partner

USAID's Data Quality Assessment report dated November 19, 2007 made the following recommendation "Consider redefining the formation of a PPP at phase 6, the selection of the strategic partner, because there are many uncontrollable factors that may hinder the signing of an agreement document."

PPP Indicator 1: Number of fully executed, USAID approved, complex GOS PPPs for public goods or services

PPP Indicator 1: Number of fully executed, USAID approved, complex GOS PPPs for public goods and service		
Target for 2007-2008:	1	
Principal Activities	Progress achieved	Targets reached
PPP development	<p>USAID/Senegal EG Office approved the development of PPPs for the Cold Storage Freight Facility at the Dakar Airport and the Sangalkam Packaging Facility.</p> <p>All the required bid procedures were completed and the final selection of the strategic partner was confirmed.</p> <p>The legal documents were expected to be signed on or about October 15, 2007.</p> <p>The private partner refused to provide final documentation and to negotiate with the GOS.</p> <p>Once the private partner and the GOS started negotiations, EG had no control over the final signing. Based on the recommendation by USAID in the DQA report, that is to recognize that the EG has meet its results when the private partner has been selected.</p>	
Total :		1

The expected strategic partner was Groupement MENZIES/AHS, Dakar, (John Menzies plc). John Menzies plc, which is based in Scotland, manages cold storage units and other airport operations all over the world and its stock trades on the London Stock Exchange. Once the negotiations began with the GOS/PDMAS, the Groupement MENZIES/AHS refused to provide information to complete the documentation process. This was a nontransparent event. Negotiations stalled. EG had no control over the final signing of the PPP contract.

PPP Indicator 2: Number of institutions benefiting from USAID assistance in developing PPPs

The USAID assistance was in the form of technical assistance to the following ministries and institutions:

- Office of the Prime Minister (AGS)
- Ministry of Agriculture through the PDMAS program
- Ministry of Economy and Finance to support its newly created Direction d'Appui au Secteur Privé (DASP) which was intended to host the PPP Unit;
- Conseil des Infrastructures to conduct a study to collect all the legal texts organizing PPPs in Senegal into a working manual;
- USAID EG is also supporting the GOS Ministry of Environment and Nature Protection to help finalize its negotiations with the African Parks Foundation. A memorandum of understanding signed between the GOS and the African Parks Foundation to finalize the arrangements, is still pending.

PPP Indicator 2:	Number of institutions benefiting from USAID assistance in developing PPPs	
Target for 2007-2008:	4	
Principal Activities	Progress achieved	Targets reached
Assistance in PPP development, creation and management	5 institutions benefited from the project support to increase their capacities in PPP creation, development, and management through technical assistance. These institutions are: The AGS, the Ministry of Agriculture, the Ministry of Finance (DASP), the Conseil des Infrastructures, and the Ministry of Environment and Nature Protection.	
Total :		5

4.3 CONSTRAINTS, OPPORTUNITIES, AND PRIORITIES FOR THE NEXT YEAR

CONSTRAINTS

There are a number of constraints affecting this component:

- The main constraint is the absence of a government-wide policy to develop PPPs. A strong visionary policy and a political commitment are needed from the highest level of Government in the use of PPPs as tools in economic development.
- There is a lack of capacity among high-level public sector officials on the potential benefits of developing PPPs. The private sector also needs to be educated on the necessity to bring the efficiency of business to public services delivery.
- A firm belief that private sector development is the key to accelerated growth is critical. There is still too much emphasis on public sector investment where the private sector should have the opportunity to intervene. A quick start to achieve this would be to place strong, visionary personnel in crucial government departments who understand the critical role of the private sector in promoting economic development. These are lessons learned from the South African model.
- In the October 3, 2007, Letter of Intent of the Government of Senegal (GOS), which describes the policies that Senegal intends to implement under its policy support instrument from the IMF, the Government indicated it intended: (a) to implement an increasing number of investment projects in the form of public-private partnerships (PPPs) and (b) to strengthen the framework for the implementation of PPPs based on international best practices. This has not been followed by the GOS
- To conduct analysis, monitor projects and to evaluate ex post, a PPP unit was to be established in the Private Sector Support Directorate (DASP) at the Ministry of the Economy and Finance (MEF) according to the above-mentioned Letter of Intent. (Countries that have developed successful PPP programs like Philippines, Malaysia, Egypt, and South Africa created PPP Technical Units for the management of PPP projects during the whole project cycle.) USAID Program Croissance Economique (CE) sent 11 high level Senegalese officials for training in the PPP Unit in South Africa over the past 2 years. South Africa has been highly successful in using PPPs as a tool for economic growth to reduce the burden on the public budget for development of infrastructure, to accelerate growth and for poverty reduction.
- The decree creating DASP in early 2007 assigns responsibility to DASP in Article 2 to support the development of PPPs by defining legislation, and monitoring all PPP projects. Article 3 calls for the creation of a division for PPP development. There has been no action on the part of the GOS on this.

- Lack of a “Cellule” or “Unit” responsible for assisting policy makers interested in PPPs:
 - a. to centralise all of the decisions regarding the implementation of PPP projects and
 - b. provide coherence with government policy.
 - c. Senegalese law currently puts this unit in the Ministry of Finance as mentioned above.
- Lack of clear policies to alleviate confusion among investors and donors: The Private Sector Working Group delivered a recommendation to the GOS to formulate a public statement on PPP policy by the President that recognizes the importance of PPPs as a tool for economic development and poverty alleviation, to define and clarify the concept for both government and private sector investors and to clarify the roles and responsibilities of government agencies and ministries.
- No proper institutional framework to assess, monitor, and handle PPPs. At the same time, in an environment of weak public investment planning, no value-for-money assessments are undertaken for PPPs in Senegal.
- Delay in the preparation and adoption of full fledged PPP legislation. (In order to move its bid tender process for its toll road in 2008, APIX and the office of the president created a committee to review the BOT legislation which covers only BOT and not other types of PPPs. Article 23 of the BOT legislation calls for a local arbitration mechanism for resolving disputes. It appears that the three companies short-listed to bid on the toll road wanted an international arbitration system. As a result, language was developed to amend the legislation to call for international arbitration and to define a clear role for the Ministry of Finance. Early in the process of developing a PPP, the Ministry of Finance should opine on the fiscal and budgetary implications for developing a PPP. Of course, the GOS agreed to this role for the Ministry of Finance in its Letter of Intent with the IMF in October 2007).
- Need to improve the legal and regulatory framework which does not clearly indicate the risk sharing between the public and private sector Thus, the legal framework does not cover properly the fiscal risks that may arise from PPPs and leaves room for the negotiation of each concession contract in individual circumstances. Therefore, PPPs that have been developed to date have been done in an ad hoc manner.
- Delays caused by GOS in the development of the PPP for PNNK. The National Parks Directorate has been opposed to the PPP. The President named three ministers of environment over the past 24 months, who considered the PPP. This is a case of institutional instability, a theme that affects many key ministries. USAID officials toured the park with the current minister who has decided that an international bid tender should be launched because of the new public procurement law. The Minister named a committee (which does not have a clear mandate) to advise him but has not met for many months. By the time such bid tender is finished, the Park will be dead, i.e. no animals.
- Delays with the development of the PPP for the Cold Storage and packing facilities for non transparent reasons. This foundation which is to take responsibility for the facilities will issue a new bid tender to lease the facilities However, within 30 months from July 2008 the new airport, managed by Germany’s Fraport at Diass, 45 km (28 miles) inland from Dakar, will be operational. The new airport, which will cost \$460 million, is expected to have 4 times the cold storage space of the old airport. The export of fruits and vegetables by airfreight will be then be transferred to Diass.
- Absence of strong donor coordination pertaining to PPP development.
- There is no such thing as a simple PPP, everything is complex in Senegal.
- A weakness in Senegal is the lack of a broad range of financing instruments available to the private sector such as loans, equity, balance sheet lending, mezzanine instruments (between

equity and senior debt) and an understanding of project financing to support the financing of PPPs.

- The GOS is constrained in financing by debt sustainability requirements according to the IMF whereby the Government will neither contract nor guarantee foreign loans on non- concessional terms. This may cause problems for financing of PPPs.
- EG has no control over the final signing of the documentation once the private and private partners start negotiating.

OPPORTUNITIES

- The potential is enormous for creation of PPPs in delivery of social services and education, development of infrastructure, construction of government buildings, natural resource management, tourism and other sectors.
- The GOS and private sector institutions contacted are very enthusiastic about the PPP concept and want to work with USAID EG and other donors to help develop PPP projects.
- A fully functioning PPP Unit within the GOS is needed to resolve the constraints and to demonstrate to the private sector the business opportunities in developing PPPs. USAID EG and other donors will provide technical assistance to successfully integrate the PPP Unit within the Ministry of Finance's DASP or another appropriate entity that would follow international best practices for such Units.

PRIORITIES

- Key priority is to find ways to alleviate the constraints towards attaining contractual results by EG
- Provide technical assistance to help in the development of a « lettre de politique generale » sur les PPPs (a public statement on PPP policy by the President), to define and clarify the concept for both the government and private sector investors. A clear policy statement needs to come from the President. Without this policy statement, PPP development will not progress.
- Work with other donors to recommend the creation of an advisory committee on PPPs to advise the President in order to unblock the current situation so there is a way forward. The committee could then help in the process of suggesting reforms to improve the legal and regulatory framework.
- Finalize the legal and regulatory manual containing all relevant legal documents affecting PPP development in Senegal.
- Once the issue is resolved regarding the roles and responsibilities among the various entities with the GOS, work with Ministers to develop policies on PPPs for their respective ministry.
- Continue to work on establishment of a “Cellule” or “Unit” responsible for assisting policy makers interested in PPPs, which will centralise all of the decisions regarding the implementation of PPP projects – to provide coherence with government policy. Senegalese law currently puts this unit in the Ministry of Finance. The IMF Letter of Intent confirms the need to have the unit in the Ministry. Only the President can unblock the current situation. (PPPs that have been developed to date have been done in an ad hoc manner)
- Provide technical assistance to develop a SEPARATE procurement code for PPP projects that will stress “value for money” and other guidelines as a reason for using PPPs rather than regular procurement. Although this may be already addressed by the Code des Obligations Administratives (COA).
- Provide technical assistance to develop a substantial capacity building program for the government and the private sector on PPPs once the current situation is unblocked

- Suggest to APIX to include a discussion of the PPP concept during the “Conseil Presidentiel de l’Investissement” and set up formal and informal discussions with the private sector on their lack of involvement in PPP projects
- The inclusion of the “contrat de partenariat” in the “code des marches publics” has added more confusion as PPP is not well defined by the government. Provide technical assistance to help clarify the situation. The “contrat de partenariat” as currently defined does not include all types of PPPs
- Consider the PPP concept as a “POLITIQUE” or policy to improve government services rather than as a “TECHNIQUE” for infrastructure development.
- After adoption of a law based on international best practices to cover all types of PPP development not just BOT, provide assistance to develop a standard Manual on PPPs for use by government officials and the private sector using the example of the Manual developed in South Africa by the PPP Unit, which is located in the National Treasury (Ministry of Finance) for the Government of South Africa.

5. POLICY REFORMS

5.1 TARGETED RESULTS AND PLANNED ACTIVITIES

5.1.1 RESULTS TARGETED

Activities for the Policy Reform Component are based on results to which the following indicators correspond:

- Number of significant USAID approved policy reforms that impact on accelerated growth, increased competitiveness and/or trade
- Number of fully implemented policy reforms

5.1.2 PLANNED ACTIVITIES FOR 2007 -2008

- Institutional support for the GOS Accelerated Growth Strategy
- Improvements for targeted World Bank Doing Business indicators
- Doing Business Report 2008 assistance for Communications and Outreach
- For the second policy reform milestone USAID EG pursued the signing of additional regulatory actions towards implementation of the Labor Code
- Policy reforms with the Value Chains: (Crosscutting with the BDS component)
- Supporting the definitions of strategic interventions for the DASP
- Supporting the definition of CEPOD's role, linkages, functions, needed capacities, objectives, strategy and work plan related to competitiveness.
- Providing assistance to ASEPEX to define its role

5.2 PROGRESS ACHIEVED

- Institutional support for the GOS Accelerated Growth Strategy

After much delays, the AGS was passed into law and the implementation decree (Loi d'Orientation sur la Stratégie de Croissance Accélérée) signed by the President in January 2008. An arrêté was signed by the Prime Minister in July 2008 nominating the Permanent Secretary for the Committee to Implement and Monitor the AGS. USAID EG provided financial support to the Permanent Secretariat for Implementation and Monitoring of the Accelerated Growth Strategy (Office of the Prime Minister) for communications and outreach in order to disseminate information on the AGS to stakeholders. Workshops and conferences were held in all 10 regions of the country and in the 3 subdivisions of Dakar for both private and public sector participants. In addition, the Permanent Secretariat held workshops for civil society stakeholders delivering a message that AGS has to be a practical and operational strategy understood and accepted by all stakeholders

- **Improvement for targeted World Bank Doing Business indicators and communications outreach to disseminate information on the importance of the indicators.**

The World Bank provided funding to APIX for improvement of Doing Business indicators and for communications and outreach. Therefore, there was no need for assistance from EG.

- **For the second policy reform milestone USAID EG pursued the finalization of additional regulatory actions towards implementation of the Labor Code.**

In May 2008, the Ministry of Labor reviewed 34 steps of the remaining 63 needed to implement the Labor Code and found that these had already been published in the Official Journal. Effectively these are already law. The Minister of Labor asked USAID for technical assistance on the remaining 29 steps. These steps will be reviewed and validated by the Conseil Consultative National du Travail et de la Security Social (CCNTSS) or National Social Security and Labor Consultative Council in early October before signature by the responsible authorities. The Ministry of Labor would like to have all the steps completed before the next session of the CPI expected to be November 17, 2008.

- **Policy reforms with the Value Chains: (Crosscutting with the BDS component)**

UNIDO along with EG funded a consultant to define policies for the textile cluster of the AGS during the year which affects the artisanal textile value chain.

- **To facilitate and define strategic interventions for the DASP.**

At the request of the Minister of Finance, EG took steps to hire a consultant or firm to identify a strategy, work plan, and organizational linkages for the strategic plan for DASP in private sector development and to recommend policies for the PPP Unit. This was suspended at the request of the Minister of Finance.

- **Define CEPOD's role, linkages, functions, needed capacities, its objectives, strategy and work plan related to competitiveness.**

EG funded technical assistance to CEPOD to hire CREA to prepare a study on the current state of international competitiveness in Senegal.

- **Provided technical assistance to the Ministry of Mines, Industry, and SMEs, to finalize the policy statement** on improving the institutional framework for small and medium enterprises along with GTZ, CDE, and the International Finance Corporation.

- **Provided assistance to ASEPEX to attend the AGOA Forum and to establish partnerships**

ASEPEX requested assistance to participate in the seventh annual AGOA Forum, which was an opportunity also to meet with US companies, associations like Corporate Council on Africa, trade related associations such as the American Importers Association as well as Eximbank, OPIC and TDA

PR Indicator 1: Number of significant USAID approved policy reforms that impact on accelerated growth, increased competitiveness and/or trade

During the reporting period, USAID EG focused on improving the ranking of Senegal in the World Bank *Doing Business Report for 2009* in order for Senegal to achieve the status of one of the top reforming countries worldwide.

PR Indicator 1: Number of significant USAID approved policy reforms that impact on accelerated growth, increased competitiveness and/or trade		
Target for 2008:	1	
Principal Activities	Progress achieved	Targets reached
Technical assistance	In the World Bank <i>Doing Business Report for 2009</i> , Senegal moved up a full 19 slots from 168 to 149 out of 181 countries to become one of the top 10 reforming countries worldwide. Senegal made it easier to start a business, register property, and trade across borders. EG provided support/ technical assistance to reduce the number of days for starting a business from 58 to 8 days in 2007, the <i>Doing Business Report for 2009</i> provides international recognition and validation of this reform as a determining factor for Senegal's new ranking.	
Total :		1

PR Indicator 2: Number of fully implemented policy reforms

USAID EG has followed up with GOS on barriers impeding trade and investment, and which are identified by the USG led Private Sector Working Group (PSWG) of donors in the letter of June 15, 2005, to the Prime Minister. These barriers relate to: infrastructure, taxation, access to land, fight against corruption, improvement of the judicial system, labor legislation, SMEs development, and policy coordination. USAID EG focused its efforts on the legislative reform for the Labor Code to expedite regulatory measures in this respect. In addition, each of the preceding CPI meetings cited Labor as an impediment to investment and a factor in the lack of competitiveness for the country.

PR Indicator 2: Number of fully implemented policy reforms		
Target for 2008:	1	
Principal Activities	Progress achieved	Targets reached
Technical Assistance	<p>Technical Assistance was mobilized by USAID Program for Economic Growth (EG) and provided by a national consulting firm to organize two meetings of the National Social Security and Labor Consultative Council in early October. The first meeting is to review and suggest legal language for either the arrêté or décret needed to be signed to implement the Labor Code by November 2008. The consultants will draft the legal language for 29 legal steps which includes "16 Arrêtés" and "13 Décrets".</p> <p>With the adoption of the 29 steps, the Labor Code will be fully implemented. The Minister of Labor will announce that the Labor Code is in effect at the Presidential Investment Council scheduled for November 17, 2008. This addresses Theme 6 in the PSWG letter to the Prime Minister dated June 15, 2005.</p>	
Total :		29

5.3 CONSTRAINTS, OPPORTUNITIES AND PRIORITIES FOR THE NEXT YEAR

CONSTRAINTS

Progress under this component was hampered by the following constraints:

- The lack of political will along with turf problems among APIX, Committee to Implement and Monitor the AGS, and the Ministry of Finance was a key factor in blocking progress on policy reforms over the year. The Private Sector Working Group of Donors made recommendations to the GOS on how to move forward but there has been no reaction. Therefore, USAID EG was not in a position to support reforms as proposed in its work plan. Even the funding from AFD to strengthen the AGS institutional framework was delayed by 9 months.
- The IMF mission during September 2008 evaluated serious budgetary slippages, which included nearly \$1 billion of unpaid bills to the private sector that accumulated, as well as extra budgetary spending. The unpaid bills represent a serious drag on the development and functioning of the private sector.
- Significant delays in AGS implementation by the GOS caused frustration among the donors. The AGS action plan was validated in 2007 by stakeholders but the act laying down the basic principles (Loi d'orientation sur la Stratégie de Croissance Accélérée) for AGS was signed one year later in January 2008 and the institutional framework validated only in July 2008 with the arrêté signed by the Prime Minister appointing the Permanent Secretary for the Committee to Implement and Monitor AGS and an arrêté signed by the Minister of Finance recognizing the Director of CEPOD as the Coordinator for the Technical Committee.
- Delay in receiving the request from the GOS to support implementation of the Labor Code and other doing business indicators.
- APIX did not organize its meeting with donors planned for in April 2008 to discuss the implementation of key reforms to improve the Doing Business indicators.
- Lack of coordination and formal agreement between the World Bank and USAID on sharing responsibility for supporting implementation of reforms needed to improve the Doing Business indicators.

OPPORTUNITIES

- Senegal was recognized as one of the top 10 reformers worldwide in the *2009 World Bank Doing Business Report*. (149/181 countries) EG and other donors will continue working on improving Senegal's ranking to keep the momentum and to build on results.
- The PSWG and the CPI will create new opportunities for closer donor coordination with the GOS and APIX.

PRIORITIES

- Full implementation of a second policy reform which will be related to improving the ranking for Senegal in the World Bank *Doing Business Report* on the indicator on the ease and simplification of paying taxes and the indicator on procedures for registering property.

Senegal ranks 170/181 for paying taxes and 161/181 for registering property in the *Doing Business Report 2009*. (Its overall ranking was 149/181 countries)

Three *Doing Business* indicators for paying taxes are:

1. Number of tax payments, which takes into account the method of payment, the frequency of payments and the number of agencies involved. **For Senegal: 59 payments**

2. Time, which measures the number of hours per year necessary to prepare and file tax returns and to pay the corporate income tax, value added tax, sales tax or goods and service tax and labor taxes and mandatory contributions. **For Senegal: 666 hours**

3. Total tax rate, which measures the amount of taxes and mandatory contributions payable by a company. This amount, expressed as a percentage of commercial profit, is the sum of all the different taxes payable after accounting for various deductions and exemptions. **For Senegal: the total tax rate is 46% of profit.**

The indicators for registering property are:

1. Number of procedures to register property. Senegal: 6 procedures

2. Time to register property (in calendar days). Senegal: 124 days

3. Official costs to register property (as a percentage of the property value). Senegal: 20.6%

- Work with PSWG to focus on minimizing constraints
- Determine policies with BDS that may be needed to improve growth within the subsector value chains selected

6. CROSSCUTTING ACTIVITIES

Two technical components support the USAID EG program: monitoring and evaluation, and communication and outreach. These components contribute globally to the achievement of the project results.

6.1 MONITORING AND EVALUATION

6.1.1 GENERAL CONSIDERATIONS

As a crosscutting activity, the Monitoring and Evaluation (M & E) component laterally supports the three technical components of the project to assist in achieving their targets and objectives, and seeks to respond to data and information needs for all technical activities for the USAID EG program. The M & E component also provides accurate and up-to-date information to the management of the project, assists in the production of periodic project documents and reports, and plays a key role in providing timely and relevant information on the project progress to USAID.

6.1.2 PROGRESS ACHIEVED

- During the reporting period, The M & E component produced a revised Monitoring and Evaluation Manual, which serves as a source of reference for performance indicators, presents all relevant information on the indicators selected by the project, provides data collection tools to be used internally as well as in the field, and presents annual targets for performance indicators.
- The Monitoring and Evaluation component has also been involved in establishing an M & E system, working closely with the project technical advisors to determine baseline data and targets for the program's 23 performance indicators, working with USAID to refine project indicators, and developing a reporting system. In early 2007, USAID/Senegal received guidance from USAID/Washington to adopt new Economic Growth Operational Plan Indicators. As a result, the indicators were modified for USAID EG and the Monitoring and Evaluation Manual was revised in November 2007 to incorporate the modifications.
- The M & E component worked closely in collaboration with the BDS Unit in selecting a private firm in charge of developing regular processing system and maintenance of the nine BDS internal indicators. The task of the firm included also the classification per indicator, the compilation, processing, tabulation and data quality control and evaluation. The firm was also charged with collecting partners' data through field trip surveys, from August to September for 8 BDS indicators. The firm preliminary report was submitted to USAID EG on September 5, and its final report on September 15, 2008.

6.2. COMMUNICATIONS AND OUTREACH

6.2.1 GENERAL CONSIDERATIONS

USAID EG developed a comprehensive communications strategy to guide communications efforts for 2008.

The strategy targeted the three components of the program and aimed at developing stakeholders' awareness in order to bring about the changes in their attitudes and practices required to attain the increased economic growth objectives of the program. The central goal of this communications strategy was to strategize the dissemination by USAID/Senegal of specific messages promoting increased economic growth among the various stakeholders' groups concerned.

This strategy was well received by USAID/Senegal and the project has closely followed its planned strategy throughout the year.

In addition, as part of the overall communications approach, USAID EG communications activities are tracked and shared on a regular basis and a calendar identifying upcoming events is discussed with the USAID/Senegal Outreach and Communication Advisor.

The Communications Strategy covers mainly three areas:

- Media Relations
- Project Promotion
- Project Events

6.2.2. PROGRESS ACHIEVED

MEDIA COVERAGE

In 2008, the communication component mainly focused on radio programs to increase awareness of the selected sub-sector growth among the target populations

Training and information of the mangos, bissap, and sesame sub-sector actors

USAID EG developed in partnership with Sud FM a nation-wide radio program for the promotion of the sesame, bissap and mangoes sub-sectors. There will be a series of de 12 radio programs during the period from June to December 2008. These programs rely on the expertise of the resource persons intervening in these sub-sectors.

The overall objective of this radio training and information program is to improve the productivity and competitiveness of the targeted sub-sectors. This includes:

- Provide training on everything from cultivation and management of plantations to marketing in the selected sub- sectors
- Promote techniques for quality improvement (harvest and post harvest techniques) of products to bring value added to the stakeholders.
- Promote production techniques for organic and fair trade cotton to have access to the niche markets
- Inform and sensitize actors on phytosanitary, quality norms, and on the traceability system for agricultural products.
- Inform actors on markets to enable them to better meet consumers' needs
- Discuss the stakes and perspectives of these three sub-sectors.

Training, sensitization and information on the quality of cashew raw nuts

The radio programs complement the trainings on the quality of cashew nuts conducted in the field and took place essentially in the main cashew producing zones:

- In the Sokone zone de Sokone, the program was organized and broadcasted by the community radio of Sakouta which covers 90+% of the cashew production zone
- In the Casamance (Ziguinchor/Kolda) zones, the program was organized by the RTS and broadcasted simultaneously on the following community radios: Yiruwa FM of Tannaf, Kuma FM of Samine, PKumel FM of Goudomp, Kabissa FM of Oussouye and FM Awagna of Bignona
- These radio programs were highly regarded by stakeholders and others in Ziguinchor and beyond that region. private sector and development partners were highly impressed by the popularity of these programs among the populations.



Working on Community Media program –Cashew in Big Bignona / FM AWAGNA, June 2008

ANNEX: LIST OF CONSULTANTS USED AND DOCUMENTS PRODUCED

A. CONSULTANTS - BUSINESS DEVELOPMENT SERVICES

List of key resource persons/ Consultants having collaborated, by sub-sector, with the BDS component of USAID EG program, 2006-2008

Sub-sectors	Names	Title/Institution	Work place	Specialization	Work performed for USAID EG Dates - Year
Cotton	Magnang NIANG	Head, of Training and Innovation Department, SODEFITEX	Tambacounda	Training, professionalization, facilitation	Cotton producers' training
	Bocar DIOP	Deputy Head, Department of Training and Innovation, SODEFITEX	Tambacounda	Training, professionalization, facilitation	Cotton producers' training
Dairy	Dr. Bouraïma Dia	Consultant	Kolda	Dairy production	Dairy value chain analysis, December 2007
	Dr. Arona Diaw	Consultant	Tambacounda	Dairy production	Dairy value chain analysis, December 2007
	Dr Savané Massiring	Manager of the Project Bassin Laitier, SODEFITEX	Tambacounda	Dairy production	Dairy value chain analysis, December 2007
	Dr. Malick Faye	Livestock Directorate	Dakar	Livestock	Presided over the dairy stakeholders meeting , March 26, 2008
Sesame	Laure Brun	ENDA-PRONAT	Dakar	Facilitator	Facilitator of the Koussanar pilot program, 2007/2008
	Malick Ndiaye	ENDA-PRONAT	Koussanar	Supervisor	Supervisor of the Koussanar pilot program, 2007/2008 2007/08
	Ibrahima Ndiaye	GADEC	Tamba	Economist	Sesame resource person
	Sidy Guèye NIANG	Consultant	Dakar	Sesame	Sesame value chain analysis, April 2008
	Magaye Thioune	Coordinator of the national sesame program/ Directorate of Agriculture	Dakar	Project coordinator	Co-organization, Sesame stakeholders meeting, January 29, 2008
	Fernando KAO	Consultant	Kolda	Sesame specialist	Trainer and development of sesame manual, May-June 2008
	Mansour Bassoum	GADEC	Tambacounda	Sesame	Trainer and development of sesame manual, May-June 2008
	Mariama M'Bodji	Maria Distribution	Dakar	Director, Agribusines SME	Bissap commercial partner, 2007/08
	Ardo Seck	SODEFITEX	Tamba	Agronomist	Supervisor / Pilot program component,

Sub-sectors	Names	Title/Institution	Work place	Specialization	Work performed for USAID EG Dates - Year
Bissap					2007
	Goulé Gueye	SODEFITEX	Tamba	Agronomist	Supervisor / Research-Development pilot program, 2007
	Amadiane Diallo	SODEFITEX	Kahone	Agronomist	Trainer, 2007/08
	Amath Diop	SETEXPHARM	Dakar	Marketing / SME management	Resource person/ Commercial partner, 2007/08
	Alioune Ndiaye	Consultant-trainer	Kaolack		Trainer, August 2008
	Souleymane Sarr	Initial Training Officer – Office of agricultural training department	Dakar	Agronomist	Participation in the training program through the radio
	Pr. Abdoulaye Sanokho	Technical and Scientific Director of Global Trade	Dakar	Agronomist	Facilitation of training seminar on bissap production techniques
	Younga Niang	Researcher, ISRA / CDH	Dakar	Horticultural Engineer	Participation in the training program of actors through the radio
	Mamadu Dabo	Directorate of Horticulture (DH)	Dakar	Trainer in bissap goods practices, Value chain analysis	Training of bissap producers – Kaolack ,2008
	Moise Bassène	Consultant	Ziguinchor	Training in agricultural practices	Tanaff –Training of bissap producers- 2007 ,
	Nafissatou Ndiaye Diop	ITA	Dakar	Engineer/ Agribusiness Development	Participation in the training of actors through the radio
	Boussou Fall	Gender consultant	Dakar	Sociologist	Needs assessment of women in entrepreneurship
Fonio	Ousmane Gueye	Consultant	Dakar	Socioeconomist	Fonio value chain analysis, April 2008
	Ousmane Baldé	Consultant	Kédougou	Agronomist	Fonio value chain analysis, April 2008
	Amadou Fofana	ISRA	Kolda	Researcher, Breeder	Head of the seeds program
	Mamadou Ba	Consultant	Kédougou	Facilitator-Trainer	Trainer on the cultivation and harvest techniques
	Malick Ndiaye	ENDA-Pronat	Koussanar	Supervisor	Supervisor of the Koussanar pilot program, 2007/08
	Laure Brun	ENDA-Pronat	Dakar / Koussanar	Facilitator	Facilitator of the Koussanar pilot program, 2007/2008
Ousmane Cissokho	National fonio program/ Directorate of Agriculture	Tamba	Project coordinator	Organization of fonio stakeholders meeting	
Cashew	Moïse Bassène	Consultant	Ziguinchor	Trainer in quality of cashew	Casamance

Sub-sectors	Names	Title/Institution	Work place	Specialization	Work performed for USAID EG Dates - Year
	Ram Mohan	SENECOMEX	Gambia	Trainer in quality of cashew	Facilitation of training of trainers
	Ismaila Diédhiou	Consultant / Journalist	Ziguinchor	Trainer in quality of cashew	Radio broadcaster on the quality of cashew nuts
	Jean Charles Faye	Regional Director, ANCAR	Ziguinchor	Trainer in quality of cashew	Training of actors
	Thomas Diédhiou	AJAEDO Technician	Ziguinchor	Trainer in quality of cashew	Training of actors
	Mamadou Thiam	Consultant	Sokone	Trainer in quality of cashew	Training of actors
	Mactar Sylla	Trainer	Sokone	Trainer in the quality of the cashew nut	Training of actors
	Abdoulaye Dramé	Trainer	Sokone	Trainer in quality of cashew	Training of actors
Mangoes	Mamadu Dabo	DH Engineer	Dakar	-Trainer on good practices of fight against the fruit flies	Producers' training
	Mbaye Ndiaye	DPV Engineer	Dakar	Trainer on good practices of fight against the fruit flies	Producers' training
	Cheikh Mbacké Mboup	Technical Director	Dakar	Organizational Development	Strategic plan development COOPROFEL
	Mohamed Ba	Consultant	Dakar	Training/study	Facilitation workshop on mangoes
Artisanal Textile	Aby Ba Seck	Consultant	Dakar	Trainer	Training of actors
	Mariama Sylla	Consultant	Dakar	Trainer	Training of actors
	Aïssa Dione	Consultant	Dakar	Trainer	Training of actors
Monitoring and Evaluation	El Hadj Abdoulaye Diack	Director General, Project Management consulting (PMC)	Dakar	Service provider	Report on the performance indicators of the BDS Unit, August-September 2008

Documents – BDS 6- Updated on September 9, 2008

N°	Title of the document	Authors	Date
1. Sub-sectors			
1.1 Bissap			
Sector studies			
1	Bissap value chain analysis	Jacques Ternoy Méïssa Diouf Dr. Patrick Nugawela Christophe Poublanc Simon Gomis	October 2006
2	US Bissap Market Study	Dr. James Simon / Dr. Ramu Govindasamy	December 2007
Pilot programs reports			
1	Results of the 2006 bissap program	SODEFITEX BAMTAARE	March 2007
	Results of the pilot program of production of certified bissap seeds by private actors	NSPA	March 2007
3	Results of program for improving bissap productivity	SODEFITEX BAMTAARE	March 2008
4	Results of the program for promoting bissap commercial cultivation	ASNAPP	March 2008
5	Results of the program of certified seeds production – linking of small and big producers	NSPA	December 2007
Manuals / Technical sheets			
1	Training manual on the techniques of bissap production	SODEFITEX BAMTAARE	March 2007
Success Story / Newsletter			
1	Success story: Thiallé, a village in full economic mutation due to bissap	Mamadou Thiam	
Miscellaneous			
1	2008/2009 program and Report N°2 on the bissap producers' trainings	FEBBI	August 2008
1.2 Sesame			
Sector studies			
1	Sesame value chain analysis	Sidi Guèye Niang	February 2008
Pilot programs' reports			
Manuals / Technical sheets			
1	Sesame production: guide of good practices	USAID EG, ISRA, GADEC	June 2008
Success Story / Newsletter			
1	Khady NDIAYE, a model trainer	Sidi Guèye Niang	August 2008

N°	Title of the document	Authors	Date
Miscellaneous			
1	Synthesis note on the meeting of the sesame sub-sector partners held on January 29, 2008 at Niji-Hôtel, Tambacounda	BDS Component	January 2008
1.3 Fonio			
Sector studies			
1	Fonio value chain analysis	Ousmane Gueye Ousmane Baldé	April 2008
2	Concept paper on the fonio value chain of the fonio sub-sector in Senegal	Ousmane Baldé	August 2007
Pilot programs' reports			
1	Report on the training of trainers of the villages of fonio producers in Kédougou (GIE Koba Club)	Mamadou Ba Facilitator-Trainer	June 2008
2	Minutes of the « Fonio day »	ENDA-PRONAT	September 2007
3	Final report on the production of organic fonio and on preparation activities for marketing	ENDA-PRONAT	July 2008
4	Variety testing and seeds production program of fonio - Planning of activities implementation	ISRA/Kolda	July 2008
Manuals / Technical sheets			
1	Technical sheet of fonio production	Mamadou Ba Facilitator-Trainer	June 2008
Success Story / Newsletter			
1	« Koba Club » of Kédougou, un GIE of fonio processors women awarded par the " Prize of the President of the Republic »	Youssou Diagne Consultant	June 2008
Miscellaneous			
1	Synthesis note on the fonio sub-sector partners, May 26, 2008, Niji-Hôtel, Tamba	BDS Component	May 2008
1.4 Cashew			
Sector studies			
1	Cashew value chain analysis	Amadou Baldé Dr. Patrick Nugawela Christophe Poublanc Simon Gomis	October 2006
Pilot programs' reports			
1	Cashew Industry in India mission report	Dr. Patrick Nugawela	April 2006
Manuals / Technical sheets/ Film			

N°	Title of the document	Authors	Date
1	Training manual on the improvement of the cashew nuts quality	BDS Component	April 2007
2	Film on the cashew sub-sector	BDS Component	June 2008
Success Story / Newsletter			
1	The Beye Counda processing unit exports its kernels to the Gambia	BDS Component	August 2008
2	Improvement of the cashew nuts for export through the radio	BDS Component	August 2008
1.5 Cotton			
Manuals / Technical sheets / Film			
1	Manual in French on the cultivation techniques of organic and fair trade cotton	Magnang Niang and Thierno Kanté	March 11, 2008
2	Manual in French on the cultivation techniques of fair trade cotton	Magnang Niang and Thierno Kanté	March 11, 2008
3	Manual in local languages on the cultivation techniques of fair trade cotton	Magnang Niang, Thierno Kanté and Matar Dione	September 9, 2008
Success Story / Newsletter			
1	Success stories on fair trade cotton	Thierno Kanté	September 8, 2008
2	Newsletter 1, 2, 3 et 4	BDS Component	
1.6 Banana			
Manuals / Technical sheets / Film			
1	Training manual on the new cultivation techniques of banana	Charles Prins Patrick Nugawela Christophe Poublanc Mamadou Dabo Simon Gomis	December 2007
1.7 Mangoes			
Sector studies			
1	Mangoes value chain analysis	Simon Diah Massamba Diop Christophe Poublanc Patrick Nugawela	October 2006
Other reports			
	Report on the launching workshop of the fight against the fruit flies	Simon Diah Consultant	May 2007
	Orientation report for a program of fight against of fight against the fruit flies	Serge Quilici	April 2007
	Training report	COOPROFEL	June 2007
	Training report	ONAPES	July 2007
	Training report	ANCAR Ziguinchor	July 2007
	Activities report of the research project on the fruit flies	Université de Thiès	October 2007

N°	Title of the document	Authors	Date
Manuals / Technical sheets / Film			
1	Practical guide in French on the fight against fruit flies	Mamadou Dabo Mbaye Ndiaye Massamba Diop	March 2007
	Practical guide in Wolof on the fight against fruit flies	Mamadou Dabo Mbaye Ndiaye Massamba Diop	March 2007
	Manual for use of local materials to fight against the fruit flies	Mame Niang	May 2007
1.8 Neem			
Sector studies			
1	Neem value chain analysis	Jessica Reynold Patrick Nugawela	June 2007
Manuals / Technical sheets / Film			
1	Guides in French of good practices of collection, drying and packaging of neem seeds	GANTEC	April 2007
2	Guides in Wolof of good practices of collection, drying and packaging of neem seeds	GANTEC	April 2007
Programs' reports			
1	Training report on the good practices of neem collection and drying	GANTEC	June 2007
1.9 Artisanal Textile			
Sector studies			
1	Artisanal textile value chain analysis	ATA	September 2006
Programs' reports			
	Training report on dress designing and setting techniques	Maurice Rivat	
	Training report on traditional weaving	Docey Lewis	
	Trip report on technical assistance for product development	Cabinet Gherzi	
	Contribution to the development of operational terms of reference	BDS component	
Others	Final report on the data collection and evaluation of the BDS component performance indicators	Project Management Consulting (PMC)	September 15, 2008

B. PUBLIC PRIVATE PARTNERS (PPP) – CONSULTANTS

Consultant Name	Tasks	Dates
Laurent THORRANCE Axelcium	Expert on developing and financing PPPs, facilitator on PPP workshop held in Dakar	November 2 & 3, 2006
Grégoire LEMIESLE Gide Loyrette Nouel	Legal advisor on regulatory environment on PPP development, facilitator on PPP workshop held in Dakar	November 2 & 3, 2006
Laurent THORRANCE	Support to PDMAS for find private sector management of the Cold Storage Freight Facility and the Sangalkam Packaging Facility as a PPP	March 2007- October 2007
Hugh de la Forge Gide Loyrette Nouel	Support to PDMAS to find private sector management of the Cold Storage Freight Facility and the Sangalkam Packaging Facility as a PPP	March 2007- October 2007
AXELCIUM (Laurent THORRANCE)	Support to the GOS for private sector management of the Niokolo Koba National Park	March 2007- December 2007
Habibatou Toure	Legal support to the GOS for private sector management of the Niokolo Koba National Park	March 2007-December 2007
Clark LUNGREN	Support to the GOS for private sector management of the Niokolo Koba National Park	April 2007- December 2007
Marc FRILET	Facilitator for the PPP seminar for the Dakar Chamber of Commerce	July 17 & 18, 2007
Abdoulaye SAKHO	Preparation of a manual on PPP regulatory texts	June 2007- August 2008

PPP - documents produced

TITLE OF THE REPORT	DATE	AUTHOR(S)
Rapport sur le Séminaire portant sur le « Concept du PPP au Sénégal », Dakar	Nov. 2-3, 2006	Cabinet Gide Loyrette Nouel and Société Axelcium
Rapport diagnostic – Mission d'appui à la finalisation de la mise en location de la Gare de Frêt et du Centre de Conditionnement de Sangalkam dans le cadre du Programme de Développement des Marchés Agricoles du Sénégal (PDMAS)	April 2007	Société Axelcium
Règlement d'Appel d'Offres – Mise en exploitation de la Gare de Frêt attenante à l'Aéroport Léopold Sédar Senghor et du Centre de Conditionnement FELTIPLEX de Sangalkam; (PDMAS),	June 2007	Cabinet Gide Loyrette Nouel and Société Axelcium
Rapport sur la Conférence débat sur les « opportunités d'investissements ou de participation du secteur privé pour la réalisation d'infrastructures et la fourniture de biens et services par les PPP »,	July 17-18, 2007	Marc Frilet
Rapport Diagnostic - Mission de conseil auprès du Gouvernement du Sénégal dans le cadre de la mise en gestion du Parc National du Niokolo Koba	June 2007	Société Axelcium and Habibatou Toure
Diagnostic stratégique du plan d'urgence proposé par l'Etat du Sénégal et la Fondation African Parks dans le cadre d'un PPP en vue de la gestion améliorée du Parc National du Niokolo Koba – Audit Technique, Version finale;	June 2007	Clark G. Lungren,
Final Report on Status of Gare de Frêt attenante à l'Aéroport Léopold Sédar Senghor et du Centre de Conditionnement FELTIPLEX de Sangalkam; (PDMAS),	February 2008	Cabinet Gide Loyrette Nouel and Société Axelcium
Note Technique sur les Opérations de mise en opération de la gare de fret	March 2008	PDMAS
Rapports sur le cadre juridique et réglementaire pour le partenariat public-privé (draft 1) Part 1	December 2007	Pr Abdoulaye Sakho
Rapports sur le cadre juridique et réglementaire pour le partenariat public-privé (draft 1) Part 2	April 2008	Pr. Abdoulaye Sakho
Compte Rendu : Réunion de Partage et d'échange sur le PPP	December 2007	UNIDO
Réunion Groupe ad hoc PPP	July 2008	UNIDO

C. POLICY REFORMS COMPONENT

Consultants used

Consultant Name	Tasks	Dates
Martin Webber JE Austin Associates	Technical Assistance to GOS Ministry of Finance on Doing Business Indicators "Starting a Business"	February 5-19, 2007
Martin Webber JE Austin Associates	Follow up on what had been decided and implemented for procedures to start a business Assist DASP to define a strategy, work plan, organization and linkages Begin to engage the new Ministry of competitiveness and good governance about its role and needs Identify next steps in improving Senegal's Doing Business Indicators	August 11-18, 2007
Ludovic Nguessan	SME institutional framework	September 18-October 30, 2008
Global Business Group	Labor Code implementation	September 24-November 30, 2008

Policy Reforms – Reports produced

TITLE OF THE REPORT	DATE	AUTHORS
Le Cadre intégré d'assistance technique liée au commerce, instrument d'intégration des PMA dans le system commercial multilatéral	December 2006	Seydina A.S. Ndiaye, Ministère du Commerce
Les Nouvelles orientations stratégiques du DRSP II	December 2006	Mayacine Camara CREA
Schéma de développement de la Stratégie de croissance accélérée	December 2006	Aliou Faye CEPOD
Grand Travaux et SCA	December 2006	APIX
Flambée du prix du pétrole, quels risques sur la stratégie de croissance accélérée?	December 2006	Sogue Diarisso, Direction de la prévision et des études économiques.
Performances des petites et moyennes entreprises au Sénégal	December 2006	Ibrahima Diouf, Directeur des PME
Performances compétitives des entreprises sénégalaises : quel rôle pour la SCA ?	December 2006	Pr. Aly Mbaye CREA
Exigences de Réussite de la SCA : Un programme d'action de qualité a un management approprié	December 2006	Edouard J G Dieme. MPG - Afrique
Genre et Enseignement supérieur:une analyse préliminaire de la situation a l'Université Cheikh Anta Diop	December 2006	Loubar Diouf Sene, Projet Leadership des Femmes de l'UCAD
Support to the Policy Reform Component on investment climate reforms targeting improvement in Senegal's ranking in the World Bank's <i>Doing Business Report 2007</i> . Trip Report	February 2007	Martin Webber, JE Austin Associates
Support to the Policy Reform Component on the following: Procedures to start a business – follow up on what had been decided and implemented by the GOS DASP – Assist DASP in thinking about its role; review and recommend improvement to the draft SOW to define DASP's strategy, work plan, organization and linkages Ministry of Competitiveness and Good Governance – provide assistance to USAID EG to engage the new Ministry about its role and needs Identify next steps in improving Senegal's <i>Doing Business</i> Indicators Identify other entry points for USAID EG and USAID going forward on <i>Doing Business</i> indicators, DASP, Ministry of Competitiveness, and public education on competitiveness. Trip Report	August 2007	Martin Webber, JE Austin Associates
La compétitivité internationale du Sénégal : Etat des lieux et perspectives (draft 1)	March 2008	CREA
La compétitivité internationale du Sénégal : Etat des lieux et perspectives Final validated by Ministry of Finance/ CEPOD	June 2008	CREA
ASEPEX AGOA Trip Report	July 2008	ASEPEX
Ateliers Régionaux de Vulgarisation de la Stratégie de Croissance Accélérée	September 2008	Ibrahima Wade Secrétariat de Comite d'orientation et de suivi SCA

D. CROSS- CUTTING ACTIVITIES

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