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**PROJET CROISSANCE ECONOMIQUE**

# ECONOMIC GROWTH PROJECT

FY 2010 ANNUAL REPORT  
OCTOBER 1, 2009 THROUGH SEPTEMBER 30, 2010

**October 2010**

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Contract No. 685-I-00-06-00005-00  
TASK ORDERS 1, 4, & 5

October 2010

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# INTRODUCTION

In keeping with the reporting requirements in Contract 685-I-00-06-00005-00, International Resources Group (IRG) is pleased to submit to USAID/Senegal the FY 2010 annual report for the Economic Growth Project (Projet Croissance Economique - PCE). PCE encompasses the combined Task Orders 1 4 & 5 and began operations in April, 2009. This report covers the period October 1, 2009 through September 30, 2010.

As an important component of USAID/Senegal’s Feed the Future and Global Food Security Initiatives, PCE’s core strategy has focused on key agriculture value chains – rice, maize, millet & sorghum – by encouraging the ‘formalization’ of a traditionally informal business transaction system. This has been done by promoting and facilitating the use of contracts to help unlock access to capital, developing and disseminating technical packages for producers and businesses, and emphasizing improved product quality and quantity at every link in the value chain.

## Highlights from 2010

USAID/PCE is a large, multi-faceted economic growth and food security project, the components of which are policy and trade, communications and marketing, access to capital resources, capacity building and applied research, and development of agriculture value chains including cereals, livestock and dairy, and five agriculture export value chains. As the table below illustrates, PCE’s cumulative impact on production volumes and sales in FY 2010 was **25% more** than FY 2009.

### Production and Sales for all Value Chains

		<b>baseline</b>	<b>results</b>	<b>targets</b>
production	Kg	24,619,633	30,540,258	12,273,600
volume sales	Kg	21,133,907	25,808,258	6,681,671
value sales*	FCFA	3,379,122,425	4,313,345,946	897,581,596
value sales*	USD	\$ 6,967,263	\$ 8,893,497	\$ 1,850,684

\*Farm gate prices

Thanks to the emergence of several new opportunities during the course of the year, notably with larger operators, the PCE results far exceeded our original targets. This result reflects the project team’s mission to rapidly scale up and expand our client partner base so as to have a significant impact on the national performance of select value chains.

To achieve these results, the PCE team has invested in an extensive program of outreach and training, with a particular focus on producers, where quality challenges begin. This year more than 20,000 individuals, mostly farmers, participated in PCE training activities emphasizing improved techniques and technologies.

Other noteworthy PCE achievements in FY 2010 include:

**Senegalese Maize Farmers on Trajectory to Replace Significant Proportion of Imports:** PCE’s maize program enabled farmers to sell upon harvest at a contracted price of 125 FCFA per kg rather than

the usual 90 CFA harvest spot price, a 40% increase in value. This gain was compounded by an increase in yield from 1.6 MT/ha to 2.8 MT/ha on average (+75%). Total contracted sales resulting from the current maize production program will exceed 3000 tons, a farm gate value of 1 million US\$ for this pilot alone. The 2011 program forecasts a fivefold increase in participation and sales. The Program's approach aims to resolve critical value chain constraints, with assurance of quality seed material and improved technology for post harvest logistics among the most important. A key factor has been the active engagement of the largest Savings and Credit Cooperative Organization in Senegal (Crédit Mutuelle de Sénégal (CMS). The maize import replacement opportunity was subsequently boosted through 475 loans that affected just over 1,000 producers. Continuing at this planned pace, the volume of maize growth through USAID interventions is expected to exceed 40,000 tons by FY13, with a farm gate value of \$10m, representing 40% of current import levels.

***Delivering on the Development Credit Authority (DCA) Opportunity:*** In spite of changes in 2007 that brought two leading commercial banks into the DCA program, important constraints remained to using the DCA opportunity to expand capital access for agriculture. In FY10, USAID's Economic Growth Program broke new ground in making DCA work for Senegal, principally through implementing a new "cascading" credit approach with the participating commercial banks refinancing portfolios of intermediary financial institutions. In Senegal, the new partners selected included ASEP and IMCEC. As a result of these FY10 interventions, the eleven loans of 2009 more than doubled to 24 agricultural loans in between April and September of 2010, totaling \$2,865,000.

### ***Tangible Success in Building Senegalese Capacity to Expand Agricultural Growth***

***Opportunities:*** During FY10, USAID's Economic Growth Program moved to scale in targeting a broad range of farmers, entrepreneurs, civil servants, students and teachers in the logic and specifics of value chain interventions. The success of FY10 in this capacity building effort is in the very range of those that have been trained in critical value chain issues, including 17 teachers from 6 higher learning institutions; 27 civil servants working on agricultural policy; members of a budding "National Value Chain Network"; 20 graduate students working on applied research internships; and some 75 others in a range of areas. And, the development and approval of a new value-chain-focused curriculum and training modules at the National Agricultural School (ENSA) stands at the heart of these successes as a lasting contribution to improved agricultural management for Senegal.

***Providing Trusted and National-level Information about the Agricultural Sector:*** In the 1980s and early 1990s, USAID Senegal played a critical role in working with the Ministry of Agriculture and other partners to provide up-to-date and credible information about the rural sector, and agriculture in particular. In FY10, USAID's Economic Growth Program has made significant strides to re-establish this supporting role of "honest broker" for agricultural information, principally through targeted interventions to improve the national agricultural statistics and survey service (DAPS) of the Ministry of Agriculture. Specific FY10 interventions have included: revisions to the sampling frame use and sample selection; streamlining of agricultural survey questionnaires; assistance in analysis of survey results; training of field surveyors; provision of mobility and urgently needed equipment to survey staff; introduction of location-based information through GPS hand-helds; and development of a strategy to enable the DAPS to provide additional knowledge-based services in the future. The FY10 impact of these interventions has been dramatic. The 2009 cropping season results have been validated and are now being referenced widely, including in the National Agricultural Investment Plan. An independent review confirmed that the coefficients of variation in the 2009 survey were low by comparison with

comparable countries. And new efforts undertaken at the end of FY10 focus on further improving the statistical quality and timing of crop production estimation.

***Senegal's Cereals Promoted through National Social Marketing Campaign:*** Recent years have seen a continued trend toward increased imported rice and grain consumption within the Senegalese diet. USAID's Economic Growth Program works to reverse the trend through increased production of high quality local cereal products, and to support this a complementary and ambitious social marketing program was launched in FY10 to build interest in and awareness of Senegal's local cereals. The program is entitled "Ceregal", a creative new word that associates the word "cereal" with the French word "regal", or gift, and functions as well in French as it does in Wolof, the predominant language of Senegal. The Ceregal Campaign – jointly sponsored by nine additional partners, including the World Food Program – is already associated with increased sales by Dakar cereals retailers. USAID/PCE is working to facilitate commercial linkages between producer's associations and urban retail outlets to reinforce the principle that *Cérégal* represents only high-quality local cereals. Finally, together with our business partners and the Senegalese Standards Association, USAID/PCE is beginning to explore the possibility for *Cérégal* to emerge as a label of recognized quality associated with defined (voluntary) standards.

These are only a few examples found in this report of the progress, partnerships and changes that the PCE team has helped engineer this past year.

### **Perspectives for FY 2011**

Looking forward, the PCE team will continue supporting the performance and expansion of the business-farmer partnerships that we initiated in FY 09 and 10. However, because they represent at most 30% percent of the agriculture products commercialized in Senegal, we will begin to engage the producers, buyers, and processors who make up the remaining 70% of the more informal agriculture marketplace. The informal channels through which the bulk of cereals, in particular, are commercialized pose a number of practical but not insurmountable challenges.

As part of our strategy to meet these challenges, PCE will deepen its collaboration with Government agencies and other projects in hopes of establishing a comprehensive approach for bringing greater commercial agriculture opportunities to a critical mass of Senegal's households. The focus will clearly be on cereals with a special attention to meeting the requirements of the country's rapidly growing needs for animal feed.

## **COMPONENT REVIEWS**

### **POLICY REFORM AND COMMUNICATIONS COMPONENT**

The PCE Policy Reform and Communications efforts in FY 2010 cover interventions to improve the overall business environment and national competitiveness, as defined under Task Orders 1 and 4, and to address agriculture sector policy gaps and related institutional challenges under Task Order 5. The PCE Policy team relies on three basic principles in its approach. The first is securing strong government engagement and recognition for a given reform. Without such engagement, policy initiatives tend to fail. Second, PCE ensures that USAID/Senegal is actively engaged in the agenda-setting process with government and at key stages during implementation. Third, PCE promotes and facilitates strong private sector involvement in the policy reform process. In particular, we seek to engage the lead firms who

partner with PCE in our value chain work. PCE seeks out specific policy champions on both the private and public sector side.

### **FY 2010 Highlights**

- In December 2009, the Government issued **9 regulations in application of the 1997 labor law**. USAID/PCE provided support for formulation and validation of three decrees and one Ministerial order (an arrêté). This effort helped remove several legal uncertainties for employees and employers. For example, the Ministerial Order 11100 defines the terms of part-time employment and the rights and obligations of both employers and employees that engage in part-time work.
- In April 2010, the Government of Senegal issued a series of decisions in favor of **establishment of dedicated commercial courts**. This is the culmination of a nearly two-year effort to determine how to reduce the time and costs associated with commercial litigation in Senegal. At this point, the Minister of Justice has instructed the country's national and regional Attorney Generals to take the steps needed to ensure weekly commercial law hearings (attached). The Ministry of Justice is now studying the possibility of a law to create a separate commercial tribunal with the same legal status as the labor tribunal.
- In response to a request to USAID from the Prime Minister's Office and the Ministry of Finance, PCE provided assistance to formulate the first **Senegal National Competitiveness Report**, or SNCR. The SNCR, to be published in December 2010, is intended to serve as a national reference document for stimulating public-private dialogue to formulate a competitiveness improvement strategy and to organize an Observatory and annual forum on competitiveness. The report includes a robust benchmarking exercise against a number of African countries as well as several emerging economies. Two events were held with stakeholders and analysts in FY 2010 to discuss the concept and to review the initial findings and data sources.
- Another major USAID/PCE investment in 2010 concerned work to improve **reliability and timeliness of the national agriculture survey**. The annual agriculture household survey provides the only comprehensive data on harvested area and production per crop. Yet the survey has been fraught with challenges each year and most experts and institutions discount the results. Recognizing the strategic role of accurate production statistics for achieving Senegal's CAADP goals and for informing the Feed-the-Future initiative, USAID/ PCE established a strategic partnership with the Ministry of Agriculture in 2009. Support included technical assistance to improve the survey and sampling methods, to restructure and enhance the survey instruments, and to modernize data collection techniques by using GPS units to track households and measure parcels. Assistance also included 150 GPS units and motorcycles for survey field agents. Over 300 surveyors and supervisors participated in a 5-day training program on the new methods and survey instruments.
- **Provision of quality and affordable seeds** has emerged as a technical and policy challenge in Senegal. USAID/PCE initiated a partnership with ISRA to confront its difficulties to ensure a reliable and sufficient supply of breeder foundation seeds. An analysis of the financial viability of foundation seed production at four ISRA stations found that, even at subsidized prices, revenue from foundation seed can, in principle, cover operational, maintenance and depreciation costs. However, the analysis also reveals the need to adapt the financial and accounting systems of ISRA to better manage and squeeze more value out of its assets, notably its network of research stations. The goal is to pursue solutions to make foundation seed activities pay for themselves.
- Recognizing the central role of affordable inputs USAID/PCE initiated a review of **fertilizer sector performance and policy** over the past decade. This included interviews with leading importers and

distributors as well as with associations and producer organization members. The assessment suggests that the government's large subsidy program (around \$14 million/year) is fostering greater fertilizer use in some areas, but falls far short of the expressed "need". Although un-subsidized products could in principle fill the gap, the assessment shows that private investment decisions are overly influenced by the subsidy. A government investigation of the seed and fertilizer subsidies was also launched in August. Going into FY 2011, PCE/USAID will be reviewing the study with various stakeholders and exploring options with the Ministry of Agriculture for both improving the effectiveness of the subsidy program and increasing fertilizer availability outside of the subsidy.

- USAID/PCE lent strong support to the **CAADP process in Senegal** in FY 2010. The emphasis was on assistance to a national inter-ministerial technical committee charged with preparing the content of several milestone events in the CAADP process, notably signature of the country Compact (February) and then formulation and presentation of the National Agriculture Investment Plan (NAIP) at an ECOWAS business meeting in June. A final investment plan will be released in October and PCE foresees future support for the design and roll-out of key projects within the NAIP as well as for overall coordination and monitoring/evaluation of the NAIP.
- USAID/PCE has played a leadership role in establishing a partnership with local private sector firms, NGOs and the World Food Program to design an intense **social marketing campaign to encourage greater consumption of Senegal's main cereals** (maize, millet, and rice) as well as the niche product, fonio. The campaign, dubbed *Cérégal*, launched in June 2010. The on-going strategy is to continually bring more and more local operators and associations on board with the program and to explore the possibility for *Cérégal* to eventually emerge as a mark of recognized quality associated with defined standards.

## FY 2010 ACTIVITY OVERVIEW

### POLICY REFORM AND COMMUNICATIONS COMPONENT

FY 2010 Activities	End of year status	FY 2011 Forecast
<b>1. Implementation of national policy reforms (TO 1)</b>		
<p><b>1a.</b> Support to APIX to establish one-stop shops for business registration in Kaolack and Tambacounda</p>	<p>APIX did not pursue the proposal of PCE assistance for regional one-stop offices for business registration. Instead, APIX submitted to USAID and PCE a proposal for implementation of an online procedure to obtain a construction permit. The proposal is expected to significantly reduce the time and costs required for permits and thus contribute to improving Senegal's <i>Doing Business</i> scores for 2011. PCE received and reviewed the project feasibility study and expected results and agreed to fund the initiative.</p> <p>Upon receipt of a final, detailed technical and financial proposal, PCE agreed to cost-share (with government) the required programming, testing and training activities associated with the online construction permit system. Technical work started on August 1<sup>st</sup> 2010.</p>	<p>The 1<sup>st</sup> phase of the work on the construction permit electronic system will end December 2010 with the closing of TO1.</p> <p>The system should be in place for the testing phase by February 2011.</p> <p>The expected results in 2011 is the reduction of the building permit approval process from 90 days to 15 days and, thereby, a major improvement of Senegal's performance on the construction permit <i>Doing Business</i> indicator.</p>
<p><b>1b.</b> Help Ministry of Justice (MoJ) to finalize adoption and implementation of reform creating commercial courts</p>	<p>PCE was to provide support in the following areas:</p> <ol style="list-style-type: none"> <li>1. Formalization of the commercial courts for the Tribunal Hors Classe de Dakar (THCD)</li> <li>2. Provision of computers, printers and photocopiers use at the THCD and notably by the soon-to-be-established dedicated commercial courts</li> <li>3. Assistance for training programs geared to key personnel of</li> </ol>	<p>The FY 2010 program progressed slowly in part because the different entities within the ministry of justice (judicial training center, donors programs coordinating unit, court of Dakar, and cabinet ministry) did not have a common and clear vision on training as a strategic tool to promote the efficiency of commercial justice. Ultimately, PCE and the Ministry agreed to stop</p>

## FY 2010 ACTIVITY OVERVIEW

### POLICY REFORM AND COMMUNICATIONS COMPONENT

FY 2010 Activities	End of year status	FY 2011 Forecast
	<p>the new created commercial courts</p> <p>4. Identification of additional procedural reforms that will help to shorten the time required to process commercial litigation</p> <p>For items 1 and 4: PCE provided technical and financial support for a 3-day seminar, in April 2010, involving all actors in commercial litigation to discuss ways and means to reduce the delays and number of commercial litigation procedures. This seminar resulted in key decision making to implement commercial courts at the THCD:</p> <ul style="list-style-type: none"> <li>i. Circular letter (signed by the MoJ ) 2102/MJ/CAB/DC relative to the reduction of time for civil and commercial procedures</li> <li>ii. Circular letter (signed by the Minister of Justice) number 2097/MJ/CAB/DC of April 27, 2010 giving services instructions as to the role of the public prosecutor's office in matters relevant to commercial litigation procedures</li> <li>iii. Minutes of April 29<sup>th</sup> 2010 meeting presided by first president of the Dakar court of appeals and relative to the implementation at the appeal court, and the THCD of chambers specialized in commercial, economic, and financial matters</li> </ul> <p>Item 2: PCE assisted the implementation of the commercial courts by an information technology equipment grant to the ministry of justice, in December 2009, amounting to forty three millions seven hundred fifteen thousand and fifty CFA francs (43 715 050 F CFA)</p>	<p>the proposed work on targeted training on commercial litigation as it overlapped with a planned World Bank-funded activity.</p> <p>For FY 2011, PCE will focus first on a series of simple measures to promote the effective implementation of the specialized commercial chambers . Actions will include mainly support of a specific short term action plan to help speed up the effective implementation of the specialized commercial chambers. Any additional actions will be determined in collaboration with the Ministry and USAID and will depend on a new Scope of Work to be issued by USAID.</p>

## FY 2010 ACTIVITY OVERVIEW

### POLICY REFORM AND COMMUNICATIONS COMPONENT

FY 2010 Activities	End of year status	FY 2011 Forecast
	<p>and includes: 28 computers with screens and Universal Power supplies (onduleurs), 30 network printers, 10 high capacity printers, 2 high capacity photocopy machines</p> <p>Item 3: After a long period of technical discussions with the Judicial Training Center, Court of Appeals, Tribunal of Dakar, and the Cabinet of the Minister, the proposed support from PCE went from 1) assistance for training programs to 2) TOR for technical assistance in order to evaluate and recommend operational measures (organization and training) to implement recent decisions to create commercial courts, and finally to 3) a specific short term action plan to help speed up the effective implantation of the specialized commercial chambers. This action plan has not been formulated yet.</p>	
<p><b>1c.</b> Support the Ministry of Labor (MoL) to finalize labor reforms texts and decrees.</p>	<p>PCE support to the Ministry of Labor concerned 2 activities:</p> <ol style="list-style-type: none"> <li>1. Assistance in social dialogue and writing of the decrees and texts of the labor code reform to be signed by the authorities</li> <li>2. A communications campaign to inform and disseminate those decrees and texts among the social partners, and labor code practitioners.</li> </ol> <p>Item 1 : PCE funded technical assistance to organize dialogue within the national committee of social dialogue (CNDS) to finalize the writing and signing of 4 texts (1 presidential decree, 4 ministerial decrees). The 4 texts were signed and published end</p>	<p>Success in item 1 was driven by the involvement and dedication of the Minister. The change of Minister put a hold on the partnership and notably on the communications campaign.</p> <p>In August, the former minister returned and committed to a collaboration with PCE to design and implement the planned communications program which is to be rolled out before the end of To1 in December 2010.</p>

## FY 2010 ACTIVITY OVERVIEW

### POLICY REFORM AND COMMUNICATIONS COMPONENT

FY 2010 Activities	End of year status	FY 2011 Forecast
	<p>December 2009.</p> <p>The specific legislation adopted includes the following:</p> <ul style="list-style-type: none"> <li>- Decree 04180 of 18 December 2009 defining the conditions for application of article L5 of the labor code regarding the rights for direct and collective representation and the procedures for negotiation within an enterprise</li> <li>- Decree 04181 of December 18, 2009 defining the modalities for elaborating a personnel assessment and annual reporting on the status of employment within enterprises</li> <li>- Decree 04182 of December 18, 2009 establishing the protections allowed for temporary employees and the obligations of enterprises for such workers</li> <li>- Arrêté 11100 of December 3, 2009 defining the modalities for applying the concept of part-time employment</li> </ul> <p>In addition to these texts, at least 5 others were adopted at the same time, although they did not benefit from the direct support of USAID via the PCE project for their formulation and validation.</p> <p>Item 2: A great number of new texts (more than 20) have been signed under the new labor code. A communication and dissemination plan to inform, share, and sensitize the labor code practitioners and the social partners was in order. A change of minister changed the tempo of the partnership with the ministry of labor and the activity was not undertaken in FY 2010.</p>	<p>Resources permitting, in 2011 the PCE and Ministry of Labor will expand the communications effort on labor code reforms, and examine with USAID an investment in renewing the Ministry's website, and other measures.</p>

## FY 2010 ACTIVITY OVERVIEW

### POLICY REFORM AND COMMUNICATIONS COMPONENT

FY 2010 Activities	End of year status	FY 2011 Forecast
<p><b>2. Review of PPP Experience and Strategies (TO 1)</b></p>	<p>This activity was suspended almost immediately after the start of the Fiscal Year. USAID strongly discouraged the PCE from working on the subject in the absence of greater clarity of the government's position about how strategic-level PPPs would be piloted and implemented.</p>	<p>No future activities are foreseen on the national PPP framework. In contrast, the Value Chain team foresees pursuing multiple PPP initiatives, particularly for logistical and infrastructure investments.</p>
<p><b>3. Communication and Analytics on Senegal's Competitiveness (TO4)</b></p>	<p>After accepting a Ministry of Finance/CEPOD request for assistance on a Competitiveness Report and related institutional support, PCE worked with the AGS Permanent Secretariat and CEPOD on the actions and outcomes</p> <ul style="list-style-type: none"> <li>- An informational workshop in December 2009 to officially launch the preparation of Senegal's first National Competitiveness Report (SNCR)</li> <li>- Capacity building of local Consultants and Economists from the AGS and CEPOD to undertake high-quality national competitiveness assessments</li> <li>- Extensive research and analysis to prepare a first draft of the SNCR</li> <li>- Two data review workshops with representatives from the private sector, public entities, the civil society and academia</li> <li>- Update of indicators after release of Senegal's National Accounts in August 2010 and WEF's GCR 2010-2011 in September 2010</li> </ul>	<p>The following actions are foreseen in FY 2011 :</p> <ul style="list-style-type: none"> <li>- Sponsor public and private delegation to attend The Competitiveness Institute's 2010 Global Conference in New Delhi</li> <li>- Publication and distribution of the SNCR</li> <li>- Thematic working sessions on the SNCR</li> <li>- Formulation and adoption of a strategy to institutionalize competitiveness promotion with private sector leadership</li> <li>- A national competitiveness Forum (February)</li> <li>- Competitiveness analytical capacity building for ANSD, DPE and Universities</li> <li>- Agriculture sector competitiveness assessment and report</li> <li>- Two regional competitiveness assessments (TBD)</li> </ul> <p>Sector-driven competitiveness work will focus on</p>

## FY 2010 ACTIVITY OVERVIEW

### POLICY REFORM AND COMMUNICATIONS COMPONENT

FY 2010 Activities	End of year status	FY 2011 Forecast
	<p>PCE also finalized and published a report on the competitiveness of <b>Sesame</b> in Senegal. The findings were presented to members of the American Chamber of Commerce in Dakar. A <b>public-private dialogue</b> on the competitiveness sesame value chain was held on June 8<sup>th</sup>, 2010. A preliminary action plan was formulated and a public-private committee established (that includes PCE) to track progress on the action plan.</p>	<p>four value chains and look intensively at benchmarking for both the value chain and company level. The four value chains planned are poultry, maize, rice and banana</p>
<h4>4. Structure and Strengthen the Agriculture/Agro-industry cluster (TO5)</h4>		
<p><b>4a.</b> Strengthen SCA functions for Agriculture Cluster coordination, dialogue and communications</p>	<p>1. Signature of a PCE-SCA protocol to collaborate on the following results:</p> <ul style="list-style-type: none"> <li>- Mapping study of the Agriculture/Agro-industry (AAI) cluster</li> <li>- Strengthening of the AAI cluster coordination function</li> <li>- Support for improved organization of the AAI cluster, notably via Value Chain-level objective-setting and public-private dialogue</li> <li>- Restructuring of the SCA website as an information portal</li> <li>- Support to AAI cluster stakeholders to update cluster objectives and targets</li> <li>- Appui à la facilitation et la coordination des acteurs de la grappe autour d'un plan d'action 2010-2011.</li> </ul> <p>2. Long-term consulting team (2 persons) recruited and embedded with SCA secretariat.</p>	<p>Progress has been made towards establishment of a formal horticulture interprofession through a series of informal and formal events in different regions with investors and partners. Interest is high.</p> <p>The AAI cluster mapping and VC-level competitiveness assessments are delayed.</p> <p>The SCA AAI cluster team and the PCE VC team members are beginning to work more closely on the effort to bring stakeholders around the table to develop objectives and action plans for improving cluster and VC performance and economic</p>

## FY 2010 ACTIVITY OVERVIEW

### POLICY REFORM AND COMMUNICATIONS COMPONENT

FY 2010 Activities	End of year status	FY 2011 Forecast
	<p>3. Support to preparatory efforts to establish a national-level horticulture interprofession.</p> <p>4. Selection of firm to conduct a rapid mapping assessment of 4 value chains in 4 regions.</p> <p>5. Finalization of TOR for a nation-level, detailed “mapping” of the structure and actors in the AAI cluster</p>	<p>contributions.</p> <p>FY 2011 will see an acceleration of activities and outreach to meet the MOU goals. Proposed focus on maize, rice, poultry (linked directly to maize) mango, banana and sesame</p>
<p><b>4 b.</b> Development of an agriculture sector reform agenda</p>	<ul style="list-style-type: none"> <li>- Financial support to hold a 1-day workshop to present the findings and recommendations of the USAID-commissions “Ag Clir” assessment. Participants worked on refining the proposed actions.</li> <li>- Two local consultants refined the AgClir report based on discussion with stakeholders. This version was transmitted (via USAID) to APIX and the Ministry of Agriculture.</li> <li>- The assessment’s recommendations were not explicitly presented for consideration at the June meeting of the Presidential Investment Council (CPI).</li> </ul>	<p>The AgClir report was met with a mixture of appreciation and hostility. The efforts by PCE and USAID to instill strong national ownership and a sense of urgency around a more ambitious plan for agriculture sector reforms have not been highly effective. However, numerous AgClir report recommendations are in fact being pursued through the PCE and through our partnerships with the SCA Permanent Secretariat and the Ministry of Agriculture.</p> <p>In FY 2011 the PCE team plans to build on its established working relationships with the leadership of the Ministry of Agriculture and the AGS to revisit the notion of an overall sector reform agenda. One opportunity lies in linking this effort to support for the M&amp;E platform for the National Agriculture Investment Plan.</p>

## FY 2010 ACTIVITY OVERVIEW

### POLICY REFORM AND COMMUNICATIONS COMPONENT

FY 2010 Activities	End of year status	FY 2011 Forecast
<b>5. Improve Sector Planning &amp; Information Management Systems in The Ministry of Agriculture (TO5)</b>		
<b>5 a.</b> Support to the CAADP process	<p>PCE provided extensive support to the Government of Senegal for the CAADP process via the Ministry of Agriculture as technical coordinator for the formulation, validation and monitoring of the National Agriculture Investment Program (NAIP) and drafting of a detailed Investment Plan. Support included:</p> <ol style="list-style-type: none"> <li>a. A contract with CRES (Consortium pour la Recherche Economique et Sociale) to provide technical support to draft and present a comprehensive investment plan to various stakeholders</li> <li>b. financial support to an inter-ministerial technical committee to work intensively for two weeks on drafting the investment plan</li> <li>c. financial support for a 2-day event in February when the NAIP was adopted and signed, and in June for the ECOWAP/CAADP Business Meeting on the Financing of National and Regional Investment Plans.</li> </ol> <p>The Government transmitted a revised Investment Plan to donors in September, 2010.</p>	<p>PCE assistance to the CAADP process has been per instructions from USAID/Senegal and based on agreements reached between the government and the donor's group for rural development and agriculture.</p> <p>Overall, the "Investment Plan" provides relatively little detail about the proposed investments and the process to mobilize resources is proceeding slowly.</p> <p>PCE proposes support in FY 2011 to formulate specific investment programs for leading value chains, and which serve simultaneously to establish a VC-level coordination function linked to the PNIA.</p> <p>Another important proposed PCE intervention in 2011 is to help put in place the M&amp;E framework for the investment plan.</p>
<b>5b.</b> Capacity building for agriculture survey and sector information management	<p>One of the more prominent PCE interventions in FY 2010 involved support to improve the agriculture survey program, including substantial technical and financial assistance for the 2009/2010 survey field work and data analysis. Some specific activities include:</p>	<p>The support on the agriculture survey is of high strategic value and the Ministry's personnel have demonstrated strong leadership and motivation to improve survey accuracy and timeliness. MSU has provided critical technical support to this</p>

## FY 2010 ACTIVITY OVERVIEW

### POLICY REFORM AND COMMUNICATIONS COMPONENT

FY 2010 Activities	End of year status	FY 2011 Forecast
	<ul style="list-style-type: none"> <li>- Finalization of the 2009/2010 agriculture survey results.</li> <li>- Internal review of survey experience with regional and department personnel</li> <li>- MSU consultants and the Ministry conducted a review of the survey methods and tools in April 2010.</li> <li>- Decision by Ministry to adjust methods via introduction of GPS units for field area data collection plus significant adjustments to sampling procedure, sample size, survey questionnaire content, and more.</li> <li>- Grant of 150 motorcycles and GPS units for use by field surveyors; expected to significantly improve survey accuracy and reduce labor costs</li> <li>- Development and dissemination of improved field and supervision manuals for all steps in the survey up to data entry</li> <li>- 5-day training program for surveyors and their supervisors</li> </ul> <p>In addition, the MSU team members Dan Clay and Qi Jiaguao have begun work to develop a remote-sensing based tool for calculating crop area and an early warning system of crop production (linked to rain and soil data).</p>	<p>program and will continue to do so.</p> <p>In FY2011, PCE will focus on the following:</p> <ol style="list-style-type: none"> <li>1. Ensuring that the new tools, procedures and methods are fully mastered at all levels and reflected in training materials.</li> <li>2. Developing the tools and skills to effectively communicate and share the survey results.</li> <li>3. Improving skills to analyze the expanded household panel data included in the survey</li> <li>4. Clarify for USAID and Ministry of Agriculture the “true” costs of the survey</li> <li>5. Help DAPS lobby for other partners and funders to support the survey</li> <li>6. Work with DAPS, Météo, ISRA, UCAD and CSE to design, test and hopefully roll-out an agriculture production forecasting model based on MODIS satellite imagery and local weather data, including the capacity to estimate production area for 6 major crops down to the rural community level.</li> </ol>
<p><b>6. Seed Policy Reform and ISRA Business</b></p>	<p>PCE sponsored a feasibility study of four ISRA stations (proposed for rehabilitation including irrigation) to produce affordable foundation seeds for Senegal’s four major cereals. The study shows that, on paper at least, the four stations have the potential to</p>	<p>At the ISRA institutional level for FY 2011, PCE will focus on implementing the plan to establish financial and accounting tools to better track and analyze all of their “cost centers” with a special</p>

## FY 2010 ACTIVITY OVERVIEW

### POLICY REFORM AND COMMUNICATIONS COMPONENT

FY 2010 Activities	End of year status	FY 2011 Forecast
<p><b>Planning (TO5)</b></p>	<p>recover their operating costs of seed operations (but not rehabilitation investment costs) even at reduced prices. However, numerous complementary measures can and should be undertaken to ensure the long-term viability and maintenance of these stations and thus avoid the mistakes of the past.</p> <p>Based on the study ISRA and PCE have agreed to a plan that includes the following:</p> <ul style="list-style-type: none"> <li>- rehabilitation of 2 stations: Fanaye and Nioro</li> <li>- new procedures manuals for each station (to become gradually “independent” in operations and fin. management)</li> <li>- adoption of a new accounting program that allows cost accounting-type functions</li> <li>- revision of the sales price for cereal foundation seeds at the 2 pilot stations</li> <li>- identification and pursuit of PPPs that could lead to private investment in one or more station and/or make links to existing network of seed growers</li> <li>- production of foundation seeds for cereals and other species of economic interest (eg, sesame) at the 2 stations</li> </ul>	<p>focus on seed production and valuation of the land resources available at each station. This may include collaboration to explore long-term PPP-type investments in selected stations with national or international partners.</p>
<p><b>7. Promoting an Enabling Environment</b></p>	<p>- Completion of a fertilizer industry performance and policy review study. This included numerous interviews with importers and distributors, producer associations, government officials and other</p>	<p>The FY 2011 work on fertilizer supply assumes that USAID, the Ministry of Agriculture and PCE converge around a participatory approach for</p>

## FY 2010 ACTIVITY OVERVIEW

### POLICY REFORM AND COMMUNICATIONS COMPONENT

FY 2010 Activities	End of year status	FY 2011 Forecast
<p><b>for the Development of Commercial Fertilizer Supply in Senegal (TO5)</b></p>	<p>stakeholder groups.</p> <ul style="list-style-type: none"> <li>- Valerie Kelly (MSU) mission in June to work with consulting team and PCE on understanding preliminary study findings. Combined with a debrief with USAID to start thinking of possible in-roads for policy dialogue</li> <li>- Engagement of Ministry of Agriculture since late August to consider possible improvements to the subsidy scheme for both fertilizer and seeds and proposal to fund a public/private delegation to attend international training on subsidy design.</li> </ul>	<p>improving the effectiveness and reach of the subsidy scheme. This would entail training on subsidy systems (with IFDC), a series of stakeholder consultations about challenges and options, possibly an economic analysis, exploration of strategies for ensuring adequate fertilizer supply beyond the subsidized amount, and, eventually, support for implementation of any subsidy reform schemes.</p>
<p><b>8. Engage PCE on Land Tenure Policy Reform (TO5)</b></p>	<p>The issue of improved rural land tenure was raised in the AgClir study and was retained in a draft Agriculture Policy reform strategy paper. However, most experts are of the opinion that the issue cannot gain high-level public support prior to the 2012 elections.</p> <p>However, in isolated discussion with certain government officials, there is an apparent willingness to stage a dialogue on <u>rural</u> land tenure concerns, as they are more directly linked to agricultural investments and land use planning.</p>	<p>In FY2011, PCE plans to approach the land tenure agenda with willing coalition of stakeholders to organize a dialogue exploring international experience on successful rural land tenure reforms and use that as a launching point for considering support to a pilot scheme in an area of heavy investment in agriculture.</p>

## FY 2010 ACTIVITY OVERVIEW

### POLICY REFORM AND COMMUNICATIONS COMPONENT

FY 2010 Activities	End of year status	FY 2011 Forecast
<p><b>9. Campaign Promoting Local Cereals (TO5)</b></p>	<ul style="list-style-type: none"> <li>- Establishment of a partnership with local companies, NGOs and the World Food Program to develop a social marketing campaign</li> <li>- Launch of the Cérégal social marketing campaign (in June) promoting local cereals with partner organizations. The objective is to raise consumers' awareness of the benefits and availability of quality local cereals and which seeks to change consumers' habits in favor of those cereals.</li> <li>- Product outreach to urban households through neighborhood "market road shows"</li> <li>- Door to door awareness campaign in heavily-populated areas of Dakar and suburbs</li> <li>- Promotion campaign on billboards during Ramadan</li> </ul>	<p>To continue Cérégal promotion activities including:</p> <ul style="list-style-type: none"> <li>- Product "tours" with partners through primary schools, business schools and university</li> <li>- Culinary competitions using local cereals</li> <li>- Recipe guide for cooking with cereals</li> <li>- Partnerships between women's cereal processing businesses and city boutiques</li> <li>- Partnership with small stores to participate in Cérégal campaign and stock local cereals</li> <li>- Explore expansion of campaign to secondary cities</li> <li>- Development and testing of a "Cérégal" product standard linking producers, processors, wholesalers and vendors</li> </ul>

## FY 2010 ACTIVITY OVERVIEW

### POLICY REFORM AND COMMUNICATIONS COMPONENT

FY 2010 Activities	End of year status	FY 2011 Forecast
<p><b>10. Project Communications on Results, Approaches &amp; Products</b></p>	<ul style="list-style-type: none"> <li>• More than a hundred newspaper articles issued referring to USAID/PCE activities and raising the visibility of the project as an important actor working to improve food security and agriculture productivity.</li> <li>• Production of technical communication products such as leaflets and posters for maize, millet/sorghum, cashew and rice value chains. These products have reached over 12 500 producers.</li> <li>• On-going radio programs in partnership with community and regional radios reached 100 000 producers in the “bassin arachidier” (millet/sorghum) and another 93 000 farms (maize) in the “cotton zone”.</li> <li>• Launch of a communication/awareness campaign to enhance mobilization and support government efforts to improve the flow of trade on the corridor Dakar Bamako.</li> <li>• Formulation of Success Stories in sorghum, maize, Nerica rice and Mango</li> </ul>	<p>Leading strategic communications in FY2011 will focus on three fronts :</p> <ol style="list-style-type: none"> <li><b>1. Promoting debate and dialogue about agricultural growth and food security</b></li> </ol> <p>USAID/PCE will mobilize various partners and experts to participate in a series of events about agriculture competitiveness and food security. Through these events, PCE will also highlight important achievements and innovations. Specifically, a yearlong series of monthly thematic events will be launched starting in December or January.</p> <ol style="list-style-type: none"> <li><b>2. Deepening communications on the value chain approach and results.</b> For this, PCE will launch an e-newsletter for sharing more in-depth news about project approaches, partners and outcomes. PCE will also update its project brochure to be accompanied by a series of off-the-shelf summaries on project work within each Value Chain and the other project components</li> <li><b>3. Development of communications tools and</b></li> </ol>

## FY 2010 ACTIVITY OVERVIEW

### POLICY REFORM AND COMMUNICATIONS COMPONENT

FY 2010 Activities	End of year status	FY 2011 Forecast
		<p><b>programs for field partners, lead farmers and producers</b></p> <p>PCE’s goal is to develop a comprehensive communications strategy for materials intended for farmers on best practices. The goal is to reach about 70% of producers in PCE value chains with updated information on farming, harvesting and post-harvest practices. Dissemination will engage NGOs, producer associations, ANCAR, and other agriculture development projects.</p> <p>PCE will also develop value chain “reportages” to capture PCE approaches, experiences and successes for broad dissemination via television and video.</p> <p>PCE will continue and expand the rural radio programs to accompany and reinforce messages on best practices, commercialization and standards.</p> <p>To ensure strong USAID branding, PCE will develop and deploy standard signage for USAID-supported field sites and intervention zones.</p>

# VALUE CHAIN COMPONENT

## SUMMARY

In 2010 PCE translated the constraints and challenges raised in the value chain assessments into a series of practical interventions involving value chain actors from farm to markets. These were designed to integrate leading value chain entities - farmer groups, private processors, distributors or exporters, as well as grassroots NGOs and institutional support agencies such as ANCAR, ISRA, DISEM and Africa Rice.

Through these activities, PCE:

- 1) reinforced farmer productivity through the demonstration and dissemination of best practices, in particular the use of selected certified planting material;
- 2) improved cereal, dairy and export produce consolidation systems and post harvest methods;
- 3) introduced contractual schemes based on a commonly accepted set of product norms and performance requirements; and
- 4) led more mature networks to secure working capital funding of seasonal production programs with financial institutions.

PCE's main thrust in these activities has been to achieve competitive value creation at all levels of the value chain, with the integration of small scale farmers as a central concern. In 2010, PCE and its partners have been able to act upon technical, organizational and logistics constraints and capture growth opportunities through a series of cost sharing initiatives involving capacity building, targeted investments and the establishment of commercial linkages and access to finance.

## RICE

***Irrigated rice.*** PCE's activities for 2010 consisted of implementing quality management pilots on two demonstration sites of 10 and 20 ha respectively. Trainings on best rice production practices were developed and carried out at these sites. PCE also entered agreements with ASPRODEB and PINORD to develop rice consolidation schemes. ASPRODEB has supported the creation of two cooperatives in Dagana and Podor which will pool the production of 220 producer groups. PINORD, in collaboration with DELTAGRISOL, provides technical support, land preparation and harvesting services to 100 producers and will market their in-kind credit reimbursements and surplus. PCE has worked with selected industrial rice mills (GIE Malal Yoro Gueye, Entreprise Coumba Noor Thiam, Générale Africaine Alimentaire) to improve their operations through financial diagnostics, investment in an improved rice mill and facilitation of linkages with local distributors. An important financial coaching program is being implemented with five millers. Support to ISRA and DISEM for the production of foundation and certified seeds includes infrastructure investment in the Richard Toll lab and production facility.

***Rainfed rice.*** PCE's activities in fiscal 2010 set the basis for a scale up in 2011. Pilot programs were conducted in the Kolda region to test-launch approaches and assess the requirements for a large scale roll-out. In partnership with ANCAR's Kolda team a NERICA production pilot was carried out on three sites in the Velingara department (Kandia, Medina Gounass, Medina Afia) covering a total area of 60 ha. A similar program was managed by GIE Kissal Patim in Mampatim in Kolda department on 20 ha. These activities involved a population of over one hundred producers. At these same sites PCE collaborated with Africa Rice to develop, introduce and test a package of technical recommendations for upland and

lowland rainfed rice production. This work resulted in specific fertilizer application recommendations which can significantly improve yields.

## **MILLET**

In 2010, PCE's intervention included the development and implementation of a farmer training program including field demonstration and the dissemination of effective training documentation to a pilot group of farmers. In parallel a technical capacity building program has been developed targeting small scale processors in urban centers. A network of quality seed producers was supported to improve production and management practices in the perspective of a scaling up of demand for improved seeds. A working group involving farmer organizations engaged in millet marketing was created to promote contracting and selected producer groups received assistance to create or refurbish consolidation storage facilities which are to be integrated in 2011 network development activities.

## **SORGHUM**

Sorghum value chain activities supported by PCE in fiscal 2010 focused on the development and demonstration of conservation techniques to improve yields and that are adapted to certifiable organic production methods. The project supported a local wholesaler in setting up a commercial test of 200 tons of organic sorghum in partnership with a Norwegian company to supply poultry farms. A seed multiplication program of low tannin seed varieties was launched with a network of 20 professional producers. Tests have been carried out with ITA, a cereal processor and the Federation Nationale des Boulangers du Senegal (FNBS) for the introduction of sorghum in local bread formulations.

## **MAIZE**

In fiscal 2010 PCE launched a training initiative based on a series of training booklets on best practices of production, harvest, storage and conservation of quality maize translated in Fulani, Mandingue and Wolof. The program reached a producer base of over 12,000 farmers in 173 villages spread over 7 regions and focused on drying, storage and conservation techniques. Demonstration sites of hybrid varieties PAN 10 and PAN 77 were established in collaboration with a private seed distributor in the Kaolack region. In parallel to this initiative, PCE supported a seed production program involving 120 producers of 3 ASPRODEB Cooperatives for 208 ha of the variety Early Thai level R1 and the development of a network of 100 private seeds producers from 6 regions (Kaolack, Kaffrine, Tambacounda, Kedougou, Kolda, Sédhiou). PCE facilitated access to credit for 6 producer networks (3 in Kaolack, 2 in Kaffrine and 1 in Kolda) involved in the maize production program this past season. In total 894 contracted producers received credit from Credit Mutuel Senegal and ACEP. As a complement to this program, PCE supported a revolving credit (program pilot 2009) for 440 ha with the producers in Tambacounda, Kolda and Kedougou regions. These financing programs were set up to provide working capital to a pilot supply program involving 51 contracts signed between SODEFITEX and producer networks for the commercialization of 1900 tons of maize backed against SODEFITEX contracts with processors AVISEN (1000 tons – animal feed) and CHOCASEN (350 tons – food processor).

## **LIVESTOCK**

***Cattle and small ruminants.*** To date PCE interventions have covered: i) capacity building focused on critical value chain issues including animal feeding methods such as local fodder production and the multiplication of cowpea seeds, animal health through the creation of vaccination points and the improvement in the quality of available vaccines, and organizational training of associations for self-governance; ii) dissemination of new technologies and best practices with respect to fodder crops and animal husbandry methods; iii) the improvement of marketing methods with the promotion of pilot retail outlets.

**Poultry.** In 2010 PCE engaged industry organizations in the context of developing an action plan in the event of the elimination of the ban on imports. Capacity building in poultry processing were also conducted with selected entities. Trainings covered topics on HACCP and business management, poultry production, poultry slaughter techniques. Feasibility studies are to be carried out for the realization of poultry slaughterhouses in Saint-Louis, Louga and Kaolack. A pilot vaccination of 2 200 birds against Newcastle and Avian Smallpox diseases was also carried out.

## **DAIRY**

In 2010, PCE engaged enterprises from the modern milk processing sector such as SIAGRO, PASTAGRI and Laiterie du Berger to develop best practice frameworks in terms of hygiene, equipment maintenance of processing equipment and refrigerated conservation methods. PCE strengthened the business and production efficiency of PASTAGRI (cost control system, forage production) and its capacity to expand its roles as a potential hub of milk production, collection and processing for SIAGRO and other processors as well as diversifying market share of processed dairy products. A program with Laiterie Du Berger (LDB) is focused on supporting efforts to consolidate financial management, product lines and to reduce operating costs associated with logistics, energy and its diversity of product lines. Finally PCE worked with smaller scale operations on a regional level (“Jullam dairy”/ Tambacounda, “Le fermier” and “Poul Debbo- Bilaame dairies” /Kolda) to develop business plans addressing process improvement and sourcing issues. Finally, test production of cowpea fodder was carried out on 50x2ha seed multiplication/production sites.

## **MANGO**

PCE's interventions to date have included work with a cooperative of Niayes based producers, COOPROFEL, to train farmers in fruit fly control methods, develop linkages with exporters and prepare them in the perspective of GlobalGAP compliance in the mid-term to be supported by upcoming CBI backed initiatives. PCE partnered with HORTICA Senegal to assess the feasibility of fruit fly hot water control and mechanized grading and packing technologies. This intervention has resulted in the design of technical pilots to be carried out and publicized in 2011. In Casamance PCE worked with small scale processors to improve their compliance with the HACCP norm.

## **BANANA**

PCE activities to date in the banana sector have targeted the improvement of planting material with the support to initiatives aiming the introduction and scaling up of vitroplant and fractioned stem multiplication techniques. PCE has also promoted compost fertilization approaches by supporting specialized local suppliers. At the post harvest level, the project has introduced and begun the dissemination on a test basis of improved harvesting methods and primary transport equipment using tractors or adapted carts. These activities have been carried out in collaboration with farmer organizations. Contacts have been made with key local distributors and cold store operators for the design of an initiative on improving transport logistics and cold chain management. In addition with a collaboration with GDS (a Dole affiliate), contacts have equally been made with international buyers Agrofair and Chiquita who both have manifested a will to develop a program in the zone.

## **CASHEW**

PCE activities have consisted in the proximity training of 4000 collectors and 1000 farmers, complemented by local radio coverage, in nut quality and grading standards and the dissemination of technical documentation. Five nurseries have been established with the objective of supplying a first generation of 25,000 grafted seedlings of high yield varieties. The Ziguinchor Chamber of Commerce has been engaged and the weigh station rehabilitation project has been launched as a first step to the logistics platform project.

## **SESAME**

Foundation seed production has been initiated in collaboration with ISRA in order to develop in collaboration with Tropicasem who will partner with three producer organizations to multiply commercial grade seeds for the 2012 export season. In parallel, PCE is supporting two buyer networks in consolidating their supplier networks through farmer training programs and the establishment of contract farming schemes.

## **BISSAP**

In 2010, PCE has partnered with Tropicasem, ASNAPP and DISEM for the production of 11 tons of certified seeds. On the technical front; PCE supported a field test on irrigated production leading to a tripling of yields over rainfed production as well as the establishment of a drying center in Ker Momar Sarr. Best practice training activities targeted 500 women farmers and 30 processing companies participated in HACCP trainings. Partnerships were developed with industrial and industrial buyers to develop a bissap supply base.

## **FONIO**

In 2010 PCE worked with fonio processors and developed downstream links with producers to facilitate consolidation and provide technical training.

## **SEEDS**

Construction of 2 seed quality laboratories at Kaolack and Richard Toll is completed and equipment has been procured. The increased capacity of these laboratories should facilitate an increase in the supply of certified seed by 25% for each laboratory. Various management models were assessed in terms of technical and economic and financial impacts. Following discussions with ISRA's senior management, it was agreed to implement on a pilot basis, a comprehensive research station management and investment program for the ISRA research stations of Fanaye and Nioro.

PCE has completed the technical and financial evaluation of the protocol signed between the Ministry of Agriculture and the management structures of the 4 seed conditioning units at Richard Toll, Diourbel, Keur Samba Gueye and Tambacounda. A national workshop to validate the conclusions was held and recommendations for the future management for the conditioning center of Richard Toll were communicated to the Ministry of Agriculture. PCE has supported a private cost share project for the creation of a polyvalent platform capable of processing both cereals and seeds in Kaolack with a capacity of 200-300 tons of certified seed (maize, millet and sorghum) which will be implemented in 2011. PCE is also in the process of identifying potential partners to meet seed conditioning/market needs at Vélingara with SODAGRI, specifically to assess a mobile conditioning unit of 1 ton/hour in partnership with local cereal producers. In the millet-sorghum value chains, two seed producing firms were supported by PCE to obtain the status of Government approved seed supplier to participating farmers and qualify for subsidized price support.

Other seeds value chain actions in FY 2010 include collaboration with ISRA and Africa Rice on the introduction and testing of Nerica upland rice varieties and tests were conducted on the maize varieties TCS 555, SNK 2778 and a composite variety Early Thai. The results of these tests were sampled and analyzed by ITA. PCE also set up with Tropicasem 5 ha of farmer field demonstration in Nioro area (Kaolack region) for diffusion of hybrid varieties PAN 10 and PAN 77. PCE completed with Tropicasem the validation of a Bissap seed production program, integrated with a program for the production of 3

tons of high quality calices with a local producer group. For sesame, a program for the production of 500 kg of breeder seed (1 ha) was launched with ISRA which are to supply a Tropicasem program for the production of certified sesame seed beginning in 2011. Proposals for cost-share initiatives for the production of vitro-plant based planting material, mainly for banana production, were received, analyzed and are currently at the feasibility stage.

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
<b>11 and 12 – SEEDS VALUE CHAIN</b>		
<p><b>11. Improved Seed Development</b></p> <ul style="list-style-type: none"> <li>• 11a Improve ISRA foundation seed production capacity</li> <li>• 11b Rehabilitate 3 seed quality control laboratories</li> <li>• 11c. Increase production of foundation seed by ISRA</li> </ul>	<ul style="list-style-type: none"> <li>• An action plan adopted by ISRA and PCE for the period August- December 2011 includes the following objectives :                             <ul style="list-style-type: none"> <li>- Introduce of more management autonomy for ISRA stations : choice of the 2 test-stations ( Fanaye and Nioro) and launch of initial infrastructure investments</li> <li>- Optimize production procedures at Fanaye and Nioro for the production of rice and maize foundation seed and the promotion/marketing of certified seed.</li> </ul> </li> <li>• Selection of a lead contractor to oversee the procurement of equipment and investments at Fanaye and Nioro research stations</li> </ul> <p>The above-mentioned investments are expected to result in a 25% increase in the supply of certified seed at the 2 ISRA stations.</p> <p>NOTE: See Activity 7 for details about the institutional reform action plan negotiated with ISRA.</p>	<p>Design and implementation of autonomous management systems for 2 ISRA stations (Fanaye and Nioro) and production of breeder seed costing reports to be analyzed with management.</p> <p>Technical assistance to ISRA for the optimization of production procedures at Fanaye and Nioro for the production of rice and maize foundation seed and the promotion/marketing of certified seed.</p> <p>Construction/Réhabilitation of 3 DISEM laboratories (Kolda, Diourbel, Tamba)</p> <p>Dialogue/negotiations with the Ministry of Agriculture and USAID on management options to ensure sustainable operation of the rehabilitated seed quality control laboratories.</p>

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<ul style="list-style-type: none"> <li>• With the DISEM (Ministry of Agriculture Seeds Division), PCE successfully negotiated and funded projects to rehabilitate two (2) seed quality laboratories in Kaolack and Richard Toll.</li> <li>• Launch of procurement of laboratory equipment for Kaolack and Richard Toll labs (to be delivered by end November 2010)</li> </ul>	
<p><b>12. Enhance community-based seed production program (TO 5)</b></p> <p><b>12a.</b> Follow on and Consolidation of 2009 Seed Program.</p>	<ul style="list-style-type: none"> <li>• PCE established the following partnerships for the production of quality foundation and breeder seeds (with harvest planned at the end of calendar year 2010) :               <ul style="list-style-type: none"> <li>- UNIS /St. Louis (119 ha, 17 ha planted as foundation seed and the remaining for seed for grain production 102 R1)</li> <li>- FEPRODES/St. Louis (156,5 ha with 14 ha breeder seed and 142,5 ha foundation seed)</li> <li>- Program Mais/Tambacounda (100 ha for 100 producers)</li> <li>- Program Millet-Sorghum (240 kg breeder seed &amp; 27T certified seed for grain production)</li> <li>- GRDR /Ziguinchor (5 ha breeder seed)</li> <li>- Entente Diouloulou (10 ha breeder seed)</li> <li>- Rainfed rice program in Kolda (5 ha breeder seed)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building of private seed controllers operating in the Tambacounda and Richard Toll zone.</li> <li>• Harvest of the foundation and breeder seed partnerships signed in FY 2010:               <ul style="list-style-type: none"> <li>- UNIS : 595 tons from 17 producers</li> <li>- FEPRODES : 782.5 tons from 16 GIE</li> <li>- Program Maize-: 30 tons from 100 seed producers</li> <li>- Program Millet-Sorghum : sufficient certified seed for 4000 ha millet/sorghum</li> <li>- GRDR : 25 T – 370 producers</li> <li>- Entente Diouloulou : 50 tons certified rice seed produced</li> <li>- Rainfed rice program: 25 tons of rice seed</li> </ul> </li> </ul>

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
<p><b>12b.</b> Rehabilitation of seed conditioning center at Richard Toll</p>	<ul style="list-style-type: none"> <li>• Completed technical and financial evaluation of the protocol signed between the Ministry of Agriculture and the management structures of the 4 seed conditioning units at Richard Toll, Diourbel, Keur Samba Gueye et Tambacounda</li> <li>• National workshop to validate and evaluate recommendations for the future management for the RT conditioning center</li> </ul>	<ul style="list-style-type: none"> <li>• Assist the Ministry of Agriculture to develop technical and management specifications (cahier des charges) to be applied to a PPP concession for the Richard Toll seed conditioning center</li> <li>• Facilitate tender and negotiations between private sector firms and the Ministry of Agriculture for management of the RT seed conditioning center. The goal is to double the conditioning capacity to 5,000 tons/year.</li> <li>• Co-financing of the rehabilitation of the seed processing center (together with private partner); PCE to fund the conditioning unit; private sector to fund building.</li> </ul>
<p><b>12c.</b> Setting up Unit for seeds and cereals conditioning in Kaolack Region</p>	<ul style="list-style-type: none"> <li>• Cost sharing with two private operators in Kaolack to establish a seed conditioning unit – society KASEC SARL,:</li> <li>- Total investment = 64 millions Fcfa</li> <li>- Capacity : 200-300 tons certified seed for maize, millet and sorghum</li> <li>- Elaborate management manual,</li> <li>- Elaborate Business plan</li> <li>- Procurement of conditioning unit for KASEC</li> <li>- Completion of construction</li> </ul>	<p>Implementation of the Kaolack multifunctional seed/cereal processing unit. Equipment to be delivered before end of November 2011.</p>

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
<p><b>12d.</b> Acquisition of mobile seed conditioning unit for Kolda and Vélingara</p>	<ul style="list-style-type: none"> <li>• Undertook a mission to identify potential partners, seed conditioning/market needs at Vélingara avec SODAGRI, specifically to assess :                             <ul style="list-style-type: none"> <li>- Conditioning unit of 1 ton/hour</li> <li>- Major partners GIE Miname/ Serigne Akim Mbacke</li> </ul> </li> </ul> <p>Before proceeding with this unit, the conditioning unit programmed for the station at Fanaye needs to be assessed in terms of providing conditioning services to the private sector</p>	<p>Implementation of the Kolda mobile seed processing unit.</p>
<p><b>12e.</b> Acquisition of seed conditioning unit for Matam and Podor</p>	<p>Identification of partners is ongoing....</p>	<p>...and will continue</p>
<p><b>13. MILLET &amp; SORGHUM VALUE CHAINS</b></p>		
<p><b>13a.</b> Facilitate supply contracting for millet/sorghum between producers, retail sellers and/or processors.</p>	<p><b>Millet</b> Commercialization of 160 tons of millet through contracts between producer organizations and cereal processors. Signature of 2 MOUs with Free Work Services and GIE Oumou Mountaga Tall to increase by 30% their capacity to process millet</p> <p><b>Sorghum</b> Facilitation of contract for the exclusive export of 18</p>	<p>PCE will pursue its work with commercial millet sourcing networks and expand beyond processors to the large consolidators operating at loumo level. Focus of contracting work will be on the establishment of product quality norms and standards adapted to processor requirements.</p>

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>containers of cereals to Europe</p> <p>Signature of contracts by distributor GIC with sorghum producers for the consolidation of 200 tons of organic sorghum</p>	
<p><b>13b.</b> Improve the productivity of Millet/Sorghum and the quality of raw materials</p>	<p><b><u>Millet processing</u></b></p> <p>Establishment with partners of a cereal pilot processing unit with the CRETF of Diourbel</p> <p style="padding-left: 40px;">20 trainers of CRETF and CETF trained ;</p> <p style="padding-left: 40px;">10 graduates of CRETF and CETF trained ;</p> <p style="padding-left: 40px;">Development of selection criteria and procurement of the Diourbel unit in process</p> <p>Establish a quality control monitoring process for specific food products (Thiakry, flour): periodic analysis for quality/nutritional value and sanitary quality.</p> <p><b><u>Introduction “conservation farming” technology</u></b></p> <p>Training 675 producers in conservation farming, including 102 women (15%)</p> <p><b><u>Striga control</u></b></p> <p>A poster was developed and reproduced for 35 copies for partners producer groups.</p> <p>2 radio programs were broadcast, animated by technicians concerning the control of striga.</p>	<p>PCE work with processors will involve improving packaging technology.</p> <p>Best practice training will be delivered through a network of lead farmers spanning the production zones. Demonstrations will include use of certified seed, conservation farming, striga control as well as post harvest technologies.</p>

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>31 trainers were trained in techniques to control striga                      315 producers were advised on striga control methods during 10 training sessions.                      234 producers, including 41 women (17.5%) tested three technologies for striga control.</p> <p><b><u>Millet improved seeds</u></b>                      Training of 20 producers in certification standards and legislation.                      Establishment of a professional seed production program for millet/sorghum :                      Millet: 15 ha Sorghum : 5 ha /network of 20 producers.</p>	
<p><b>13c.</b> Rehabilitation or construction of millet/ sorghum storage infrastructure</p>	<p>Rehabilitation of 4 storage units with a total capacity of 915 tons for the promotion of a millet/sorghum consolidation and marketing network.</p>	<p>PCE will work with loumo tradesmen to develop a consolidation services infrastructure model to facilitate distribution logistics and promote quality.</p>
<p><b>13d.</b> Organic sorghum export value chain (Norway)</p>	<p><b><u>Training of trainers and producers in organic sorghum certification framework and regulations :</u></b>                      -17 agents from ANCAR, GREEN, GIC, CARITAS et USAID/PCE trained                      - 172 producers trained</p> <p><b><u>Production certification</u></b>                      - Certification body : ECOCERT S.A</p>	<p>PCE will pursue support to the Sorghum organic network with the objective of shipping 2000 tons and involving 1500 producers in a certified cooperative.</p>

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<ul style="list-style-type: none"> <li>- First inspection visit : 09 to 16 august 2010</li> <li>- 133 producers certified under certification code <b>SN-BIO-206</b></li> </ul> <p><b><u>Market partner</u></b> Facilitation by PCE of three field visits :</p> <ul style="list-style-type: none"> <li>- Initial farmer linkages ;</li> <li>- Training of trainers</li> <li>- Revue of corrective measures</li> </ul> <p><b><u>Export marketing forecast 2010 of program facilitated by PCE</u></b></p> <ul style="list-style-type: none"> <li>- 250 tons of organic sorghum in 2010, Total farm gate sales value : 48 Millions CFA</li> <li>- 2011 forecast: 2000 tons, Farm gate sales : 390 Millions</li> </ul>	
<p><b>13e.</b> Development of millet/sorghum consolidation systems by producer organizations.</p>	<p><b><u>Producer organizations:</u></b> Development of a network of millet and sorghum producers in the peanut basin.</p> <p><b><u>Facilitation of access to inputs:</u></b> Through the state program distribution of</p> <ul style="list-style-type: none"> <li>- 12 000 kg of millet seed</li> <li>- 2000 kg sorghum seed</li> <li>- 40 tons of fertilizer</li> </ul> <p><b><u>Production program set up by organizations supported by</u></b></p>	<p>PCE will engage large scale millet and sorghum consolidators to develop logistics infrastructure and product quality standards.</p>

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<b>PCE:</b> 2059 farmers ; 3000 ha millet ; 200 ha sorghum	
<b>14. IRRIGATED RICE</b>		
<b>14a.</b> Support for the production of high quality rice (paddy and processed rice) by the GIE Malal Yero at Richard Toll.	<ul style="list-style-type: none"> <li>• The GIE Malal Yero produced, for the 2010 off-season, approximately 150 tons of paddy rice using 20 ha as demonstration plots to disseminate best agronomic practices for intensive rice production.</li> <li>• A training session on technical packages and best management practices was conducted to accompany farmers and others involved in the production process.</li> <li>• As of June, yields are estimated at 7.5 tons/ha, exceeding the current 6 ton baseline yield by 25%. Gross margins amounted to 232 500 F/ha.</li> <li>• In April, a team of two consultants completed a technical, organizational and financial diagnosis of the mill. Conclusions of the study are being used to set up an action plan for FY2011. Meanwhile, another training session focusing on labeling and marketing was organized at the end of July for the processing component of the GIE Malal Yero.</li> </ul>	<p>The best practice demonstration program will be extended to targeted supplier zones of partner millers with a focus on wide farmer outreach.</p> <p>The mill will be included in the group of processors participating in PCE's rice norms and standards program and linkages to end distributors.</p>
<b>14b.</b> Feasibility study (technical	<ul style="list-style-type: none"> <li>• To address the scattered and uncertain nature of the paddy</li> </ul>	PCE will work with ASPRODEB cooperatives, CNT

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
<p>and financial) to establish an integrated rice market at Ross-Bethio</p>	<p>supply in the river basin, PCE signed a purchase order with ASPRODEB during the third quarter to promote paddy consolidation. ASPRODEB set up two cooperatives in the DAGANA and PODOR districts comprising respectively 133 and 87 member organizations.</p> <ul style="list-style-type: none"> <li>• This season (hivernage 2010), 92 producer organizations members of the DAGANA cooperative have planted 4868 ha while 38 producer organizations in PODOR have cultivated 2555 ha.</li> <li>• PCE is collaborating with the enterprise Coumba Nor Thiam (CNT) to support the upgrading of its rice mill and facilitate marketing of its products. To this end, a building is under construction to host the new mill plant. Additionally, CNT is acquiring a website to better present its products.</li> <li>• In Rosso, PCE has engaged a cluster composed of CNT, a group of more than 40 traditional rice mills and the municipality of ROSSO which have decided to address post-harvest processing and marketing issues (post-harvest losses, transactions costs, etc.) that would eventually lead to greater efficiency and product quality. Interventions discussed and planned for 2011 include the setting up of a PLAZA in the ROSSO area with logistics links to producer networks and rice distributors. The first meeting held with the main stakeholders validated the PLAZA concept. In addition to</li> </ul>	<p>and other millers to develop supply base management, involving the use of GIS capabilities and the optimization of production planning/monitoring and harvest logistics.</p> <p>PCE will implement the Rosso PLAZA project and promote the concept across the Valley's regional small scale processing hubs.</p>

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>the political backing of the mayor, a site has already been secured for the project and the rice millers' organization is highly motivated to make the move.</p>	
<p><b>14c.</b> Develop a partnership between Union SP1 de Ndierba and SOENA for the commercialization of rice.</p>	<p>During the third quarter, with PCE support, Union Ngora Fanaye SP1 trained 35 farmers in agronomic best practices. This training session paved the way for the cultivation of about 300 ha among which 10 ha demonstration plots.</p> <p>PCE has supported 27 producer organizations which have signed contracts with Union SP1 Ngora Fanaye to sell their paddy surplus to SOENA for a total program of 1000 MT.</p>	<p>PCE's best practice training will be extended with the objective of identifying lead farmers with the potential of evolving into supply chain anchors for end-buyers.</p>
<p><b>15. Rain-fed RICE</b></p>		
<p><b>15a.</b> Strengthen production potential by constructing/rehabilitating water management infrastructures.</p>	<ul style="list-style-type: none"> <li>Program work on constructing/rehabilitating water management infrastructure was cancelled to focus the rainfed program on upland rice promotion which shows better prospects for commercial opportunities.</li> </ul>	<p>No planned activities in favor of water management infrastructure. PCE will concentrate its efforts on upland NERICA rice promotion, see below.</p>
<p><b>15b.</b> A broad-based technology dissemination program focused on agronomic best practices for rain-fed rice production</p>	<ul style="list-style-type: none"> <li>In partnership with ANCAR's regional office, a pilot program for the production of upland NERICA is targeting 58 farmers over 60 ha (Kandia, Medina Gounass and Medina Afia in the Kolda region). Additionally, GIE Kissal Patim</li> </ul>	<p>PCE will significantly increase its NERICA program, with involvement of important urban distributors.</p>

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>with Hope 87's support is developing another technology diffusion program (use of upland NERICA seeds, improved seeds for lowland valleys, best agronomic practices) over 20 ha. All the farmers involved in the pilot programs (95) were trained before the planting season.</p> <ul style="list-style-type: none"> <li>• Along with the NERICA technology diffusion program, PCE and AfricaRice are conducting demonstration plots focusing on the optimal use of fertilizers given the local soil nutrient endowment. These experiments will lead to relevant recommendations for optimal input combinations. By far, the 2010 PCE NERICA program is the largest in scope and impact in Senegal to date.</li> </ul>	
<p><b>15c.</b> Rehabilitation or construction of rice storage infrastructure.</p>	<ul style="list-style-type: none"> <li>• Several visits and exchanges between the infrastructure specialist and PCE partners in the irrigated rice area. A paddy storage facility is planned for GIE Yoro Malal Gueye's rice mill in Richard Toll. Other storage facilities were planned in Thiagar (CNT), Pont Gendarme (GIE Khar Yalla Gueye), Ross-Béthio (Rizerie Mbaye Fall) and NDIAYE (GAA).</li> </ul>	<p>Three smaller storage facilities (150 T each) will be built during FY2011 in the rainfed rice area (Kandia, Médina Gounass and Médina Afia.</p> <p>PCE will pursue the construction of these infrastructures and promote milling services for commercial NERICA production.</p>

### 16 & 17 – IRRIGATED AND RAINFED MAIZE

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
<p><b>16a.</b> Development of an operational framework to facilitate the commercialization of irrigated maize</p>	<ul style="list-style-type: none"> <li>• Signature PO with Counterpart for irrigated maize pilot program in Ile à Morphil area.</li> <li>• Signature MOU with PRODAM to facilitate private initiative in irrigated value chain maize through the SIPA (Société d'Intensification de la Production Agricole)</li> <li>• ITA began analysis of food quality and technology evaluation of 6 maize varieties tested in the PVS trials.</li> <li>• Assessment of production costs and market analysis for irrigated maize were finalized: interviews involved 16 Private Irrigated Perimeter (PIP) and 66 members of Village Irrigated Perimeter (PIV)</li> <li>• Selected results: fresh maize represents 80% of sales, low level of intensification in terms of use fertilizers and application of best practices to optimize performances of hybrids varieties, lack financial support for production and commercialization.</li> <li>• Finalized with SAED a technical pilot program on 100 ha in Matam, 60 ha in Bakel developed and contract between Maize Producer Organization of the River Valley (APMSV), SAED and PCE operational</li> </ul>	
<p><b>16b.</b> Increased production and productivity of quality <u>irrigated</u> maize</p>	<ul style="list-style-type: none"> <li>• Results for maize and sorghum hybrids varieties trials: TCS 555 from WASA/ICRISAT demonstrated a higher yield in the different station than the other hybrid SNK 2778 and the</li> </ul>	<p>PCE will pursue the irrigated maize program in 2011 and seek to link it with the mainstream rainfed buyer network.</p>

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>composite variety Early Thai. The average of TCS 555 yields ranged from 3.7 tons/ha in Ndiol Station, to 4.5 tons/ha in Fanaye and 5 tons/ha in Woudourou (Matam). The average of Early Thai was from 2.2 tons/ha to 3.7 tons/ha.</p> <ul style="list-style-type: none"> <li>• ITA sampled 370.6 kg of the different maize varieties using in PVS trials for chemical and nutritive analysis.</li> </ul>	
<p><b>17a.</b> Increase the production and the productivity of quality <u>rainfed</u> maize.</p>	<ul style="list-style-type: none"> <li>• Training of 12,155 producers (557 from Kaolack, 620 Fatick, 897 Kaffrine, 2092 Tambacounda, 2962 Kédougou, 5027 Kolda) on technical packages for the drying, storage and conservation of maize.</li> <li>• Restitution results of pilot program 2009 and sharing perspectives in 2010 campaign with producers and the partners.</li> <li>• Set up with TROPICASEM of 5 ha of farmer field demonstrations in Nioro area (Kaolack region) for diffusion of hybrid varieties PAN 10 and PAN 77 to improve maize productivity.</li> </ul>	<p>PCE will develop a demonstration program which will be embedded in the industrial maize sourcing networks. These networks will be significantly extended in 2011, particularly in the South and Southeastern production zones.</p>
<p><b>17b</b> Facilitate the development of a professional network for the production and distribution of quality seed</p>	<p><b><u>SODEFITEX network</u></b></p> <ul style="list-style-type: none"> <li>• Training session with SODEFITEX for 98 professional seed producers (25 Kaolack, 24 Kaffrine, 14 Tambacounda, 15 Kédougou, 20 Kolda) in basic business development skills and improved management of seed production and marketing.</li> </ul> <p><b><u>ASPRODEB seed network</u></b></p>	<p>The program will be extended in 2011 and linkages will be promoted with end buyers as well as consolidators such as the KASEC facility.</p>

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<ul style="list-style-type: none"> <li>• Training 18 trainers of ASPRODEB on quality seeds production techniques.</li> <li>• Training for 118 producers' members (105 men and 13 women) of 3 seeds ASPRODEB cooperatives: 39 from Nganda, 23 Wack Ngouna and 56 Paoskoto.</li> <li>• Support of seed production program with ASPRODEB Cooperatives: 4 tons of seeds variety Early Thaï level R1 for 208 ha.</li> </ul>	
<p><b>17c.</b> Develop an organizational/ service framework and an information system to support and improve maize value chain performance.</p>	<ul style="list-style-type: none"> <li>• Finalized and disseminated a study on market structure and competitiveness factors of imported maize</li> <li>• Elaboration of 10,000 training booklets on best practices of production, harvest, storage and conservation of quality maize translated in Fulani, Mandingue and Wolof.</li> <li>• Finalization and sharing monitoring and evaluation tools with the partners: 16 extension agents from SODEFITEX/BAMTAARE and involved to the implementation and monitor fields activities.</li> </ul>	<p>PCE will work with buyers and farmer network to develop quality norms and standards and improve post harvest and storage practices. This effort is not restricted to irrigated maize</p>
<p><b>17d.</b> Develop raw material markets for industries and SME's</p>	<p><b><u>SODEFITEX program</u></b></p> <ul style="list-style-type: none"> <li>• 361 tons of commercial maize purchased by SODEFITEX from producers during the period of November 2009 to March 2010 (compared to 22 tons for all of 2008). Total sales for commercial maize purchased from producers</li> </ul>	<p>In 2011, PCE supported sourcing networks will include additional buyers with an overall target for the production and consolidation of <b>15,000 tons</b> of maize for the animal feed and food processing industry.</p>

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>through March 2010: 45 million FCFA.</p> <ul style="list-style-type: none"> <li>• 207 tons delivered to the animal feed producer AVISEN between January-March 2010. Total sales for commercial maize delivered by SODEFITEX to the animal feed producer AVISEN: 31 million F CFA</li> <li>• 51 Contracts signed between SODEFITEX and producers networks for commercialization 1,900 tons of maize and between SODEFITEX and enterprises AVISEN (1000 tons), CHOCOSEN (350 tons)</li> <li>• Support and facilitation for access to credit for 6 networks of producers (3 in Kaolack, 2 in Kaffrine, 1 in Kolda) involved in the maize production program pilot in rainfall season 2010: 894 producers involved and financed by microfinance institutions for 1112 ha finance by Credit Mutual Senegal and 41 ha by ACEP and an amount of 98 million F CFA finance by Credit Mutuel Senegal and 3 million F CFA by ACEP.</li> <li>• Financing of complementary program through revolving credit fund balance of 2009 pilot for 771 ha with the producers in Tambacounda, Kolda, Kédougou and Fatick regions</li> </ul> <p><b><u>Market development</u></b></p> <ul style="list-style-type: none"> <li>• Signature MOU and PO with enterprise CHOCOSEN for</li> </ul>	

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>partnership about maize supply chain, market intelligence information and business development services for infantile fortified flour</p> <ul style="list-style-type: none"> <li>• Selection BDA cabinet for market intelligence information for infantile fortified flour.</li> <li>• Training 36 bakers (2 from Kaolack, 3 Fatick, 5 Kaffrine, 4 Kédougou, 9, Tambacounda, 13 Kolda) and 43 chefs from local restaurants (7 from Kaolack, 4 Fatick, 4 Kaffrine, 8 Tambacounda, 3 Kédougou, 17 Kolda) in opportunities to use maize and maize flour in recipes.</li> </ul> <p><b><u>Storage infrastructure</u></b></p> <ul style="list-style-type: none"> <li>• Signature of PO with enterprises selected for the renovation of the SODEFITEX silo (1000 T capacity).</li> <li>• Finalization of construction of the Taïba Niassène unit : capacity 190 tons.</li> <li>• Construction of 02 warehouses: 01 at Koly Omar Dagga (100 tons) and 01 at Nioro Thialène (150 Tons).</li> </ul>	<p>In 2011 PCE will expand the network of consolidation units to the Southern production zones and promote mechanization of post harvest activities for direct delivery to contracted buyers.</p>
<b>18. LIVESTOCK</b>		
<p><b>18a.</b> Ensure availability of animal and poultry feed by fodder banks, forage crops (cowpea) and cereals</p>	<p>RAMSEF (Network of Forage Producers and Seed Multipliers) <u>Beneficiaries</u> : 50 producers received training in cowpea forage including (i) improved agronomic practices for forage</p>	<p>PCE will support the development of the animal feed supply chain and the <b>role of cowpea as an important rotation crop for commercial maize,</b></p>

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	production; (ii) improved agronomic practices; (iii) harvest and storage for forage; (iv) techniques of market analysis and marketing of the cow pea seeds. Trainees received 1 ton of cowpea foundation seeds. The producers have established fifty (50) 2-hectare plots for cowpea forage.	<b>millet and sorghum farmers.</b> Focus will be on seed production, storage and marketing systems as well as fodder harvest, storage and distribution.
<b>18b.</b> Increase the quantity of red meat and sheep commercialized during Tabaski in Senegal	<p>PCE partnered with <b>AGROPROV</b> (Association of Sheep Producers in Kaolack) to train 50 producers on mutton fattening for the Tabaski holiday. The training covered improved sheep fattening techniques and fodder production, maintenance and repair of harvesters and techniques of market analysis and marketing. The beneficiaries also received 160 kg of sorghum seeds and 320 kg cowpea seeds. The program resulted in sowing of 19 ha of sorghum and 19 ha of cowpea and fattening of 500 head of sheep.</p> <p>A similar program with <b>CAEM</b> (Association of Mutton Producers in Saint Louis), but without the forage component, involved 60 producers, who sold 5 tons of meat valued at 12 million CFA.</p>	PCE will promote the use of fodder yearround and linkages with intensive fodder producers.
<b>18c.</b> Increase the quantity of poultry products: broilers and eggs consumed in Senegal.	<p>PCE worked with four entities as described below.</p> <p>With <b>UNAFSA</b> (National Union of Actors of the poultry sector)</p>	PCE will develop a poultry marketer's guidebook and promote best hygiene practices for refrigerated poultry meat marketing.

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>PCE reached 42 producers on improvements to semi-industrial poultry meat production. The training included best practices techniques; HACCP requirements; marketing and commercial management and export techniques and tips. In addition, PCE developed a textbook of procedures and supported UNAFA to formulate a strategic development plan.</p> <p>The program with UNAFA resulted in <b>production and sales of 34 tons with a value of 47 million CFA</b></p> <p>With <b>FEGERAS</b> (Federation for the Protection of the Environment and Natural Resources Management), PCE reached 300 female producers to bolster artisanal/traditional poultry meat production. Project assistance included (i) training in poultry production; (ii) provision of 400 birds (males for genetic improvement); (iii) provision of 400 drinking cups.</p> <p>The results for FEGERAS include production of 15 tons of meat, of which <b>13 tons were sold for 21 million CFA</b>.</p> <p>PCE collaboration with <b>CAK</b> (Poultry Association in Kaolack) involved 29 groups and individual producers on semi-industrial aviculture. The participants received training in slaughter techniques and cutting and assistance in establishing pilot sale</p>	

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>points. The results include production and <b>sale of 38 tons valued at 62 million CFA.</b></p> <p>With <b>AASL</b> (Association of women Poultry farmer of St. - Louis) the PCE provided training in best practices; slaughter and cutting techniques; HACCP procedures and sales management for 43 producers. The AASL produced and sold 17 tons valued at 26 million CFA.</p>	
<p><b>18d.</b> Control major diseases that limit animal production - Vaccinations and training.</p>	<ul style="list-style-type: none"> <li>• Vaccination of 13 000 birds against Newcastle and Avian Smallpox diseases (FEGERAS)</li> <li>• Vaccination of 250 small ruminants against PPR (AGROPROV)</li> <li>• Disinfection of 250 henhouses</li> </ul>	
<p><b>18e. Other livestock activities</b></p>	<p>PCE provided training in organizational development and governance, in collaboration with the capacity building component of PCE, for 30 actors from 3 associations up north (AASL, CAEM, MDE)</p> <p>PCE initiated feasibility studies for poultry slaughterhouses in Saint-Louis, Louga and Kaolack (on-going)</p>	<p>A study on the competitiveness of the Senegalese sheep industry.</p>

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
<b>19. DAIRY</b>		
Business partnership development SIAGRO/Kirene and PASTAGRI dairy farm	<p>PCE is strengthening the business and production efficiency of PASTAGRI and its capacity to expand its roles as a potential hub of milk production, collection and processing for SIAGRO and other processors as well as diversifying market share of processed dairy products. Efforts in FY 2010 focused on reducing milk production costs through improvements in farm management, specifically financial management to better monitor major cost centers; expanding and improving the efficiency of forage production and utilization; diversifying revenue streams, specifically the sale of heifers and males either as breeding bulls or for fattening for meat production.</p> <p>The objective is to reduce the number of unproductive animals to the maximum. Overall, the objective is to reduce the cost of milk by 13% and feed cost by 15% by the end of the year.</p> <p>SIAGRO-PASTAGRI milk deliveries for April-September 2010 reached 31 552 liters, sold for 12.6 million FCFA</p>	In 2011 PCE will pursue the introduction and dissemination of fodder production and storage through demonstration points and pilot storage infrastructure
Business development of 'Laiterie Du Berger' LDB	For FY 2010 PCE's program with LDB focused on supporting efforts to consolidate financial management, product lines and reduce operating costs associated logistics, energy and a	The following 2011 activities were planned to support formal milk sourcing networks working with small farmers:

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>diversity of product lines.</p> <p>During the past quarter LDB achieved significant results related to reducing logistics costs, increasing total sales by consolidating product lines and expanding the volume of sales for a fewer number of products and a reduction by almost 30% in overall logistics associated with the transport and distribution of final products. Collectively, these management and production efforts will strengthen LDB balance sheet, cash reserves and provide a more solid financial management system to expand and diversify product markets in the future. During the quarter the net margin increased by more than 10%.</p>	<p>Promotion of sedentary dairy farms with small scale producers through the support of lead farmers and sensitization activities.</p> <p>Improvement in cold chain management and dairy product distribution through the introduction of mobile cold storage equipped collection points, cold chain improvements and optimal handling technologies.</p> <p>Development and introduction of supply base management and supplier tracking systems.</p> <p>Contract facilitation between processors/distributors and milk suppliers.</p>
Support to small-scale dairies	<p>PCE collaborated with the following small dairies to develop business plans. On that basis, purchase orders were signed to fulfill partnerships to assist these dairies achieve production and sales targets.</p> <p>Jullam' dairy (Tambacounda): Le Fermier dairy Poul Debbo-Bilaame dairy</p>	

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
<b>20. BISSAP</b>		
Improved commercialization, post harvest practices and product handling	<ul style="list-style-type: none"> <li>• Validation of 2010-2011 program and signature of MOU with the GIE women's group and CARITAS Kaolack, the executing agency;</li> <li>• 65 women of the GIE Yon Djialik de Nguékhokh Kahone in the Kaolack region that is a client of SIAGRO KIRENE have trained in value chain production principles for SIAGRO and basic aspects of contracting;</li> </ul>	PCE will support best practice training to these networks and support buyers in developing supply base management tools
Improved Productivity & Production	<ul style="list-style-type: none"> <li>• Distribution of 262 kg of high quality foundation bissap seed (BR 15, variety Vimto TROPICASEM) to seed multipliers certified by the DISEM at Latmingué, Gandiaye et Nguékhokh Kahone ( Kaolack) and by ASNAPP for a total of 65 ha ;</li> <li>• Completed validation of a seed production program, integrated with a program for the production of 3 tons of high quality calices with the GIE YON DJIALIK de Nguékhokh Kahone in collaboration with TROPICASEM , CARITAS, ASNAPP in order to provide a high quality product to SIAGRO KIRENE;</li> <li>• Identification and selection of 100 contract producers based on their application of good agronomic practices by AGRICOLA for an intensive program de production of certified bissap seed;</li> </ul>	PCE will pursue support to the seed multiplication network and introduce geo-referenced production management tools and foster the involvement of DISEM in certification.

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<ul style="list-style-type: none"> <li>• Planting and monitoring of program for certified seed; production of calices by Semis</li> <li>• Market study for certified bissap seed in collaboration with TROPICASEM (in progress);</li> <li>• AGRICOLA to train 10 trainers who will then train 100 producers in 20 sites and monitor the application of improved practices and the process of certification for 50 ha in its production zone.</li> <li>• In Malla, the rural community of Syer, 58 producers, 90 % women, trained in the bissap's valorization</li> </ul>	
<b>21. MANGO</b>		
Market Support: Certification and improved commercialization of mangoes to promote competitiveness.	<p>Fluctuations in temperature decreased this season's mango production and commercial potential for the local market. In 2009 mango campaign COOPROFEL and its partners exported 500 tons to the EU and sold 5000 tons in the local market. In 2010, the key achievements include:</p> <ul style="list-style-type: none"> <li>• Training of 20 collectors and sale of 830 tons of mangos for export between AGRONEGOCE (230 tons), GPE (150 tons), BUUR SINE INTERNATIONAL (100 tons) and others.</li> <li>• 1920 on local market for women and Guinean sellers by</li> </ul>	In 2011 PCE will support best practice training program for mango farmers in the Ziguinchor, Sedhiou, Kolda and Fatick zones in order to expand Senegal's export ready production base.

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>COOPROFEL at 200 to 250 CFA/kg for export with Kent and 170 to 175 CFA/kg for Keith in local market, equal to 500 million FCFA, shared by 450 members.</p> <ul style="list-style-type: none"> <li>• BUUR SINE INTERNATIONAL exported with COOPROFEL 3 40' containers to Ghana and 1 40' container to the EU</li> <li>• Established a GLOBALGAP certification system and sale of 12 tons of mangos by HORTICA SENEGAL at 250 FCFA/kg, equal to 3 million FCFA</li> <li>• Facilitated business partnerships: Sale of 500 kg of mangos/month by COOPROFEL to ZENA EXOTICS FRUITS, a local processing company;</li> <li>• Procurement of a conditioning unit for mangos with HORTICA SENEGAL is in progress.</li> </ul>	
<p>Improve operations in processing units in Casamance and Niayes.</p>	<ul style="list-style-type: none"> <li>• Strengthened the capacity of FP2A to process mangos according to HACCP standards and promote the increase in total sales by 20% for the 30 companies that form the federation</li> <li>• Facilitated the establishment of a partnership between the members of COOPROFEL and the enterprise ZENA EXOTICS FRUITS ;</li> <li>• Supported elaboration of a business plan for WAARE PRODUCTIONS for the production and commercialization of mango vinegar, in the region of Ziguinchor</li> </ul>	<p>PCE will support a feasibility study and creation of public private partnerships for the development of a fresh produce cooling and container shipping point in Ziguinchor linked to the Banjul port facility.</p>

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<ul style="list-style-type: none"> <li>• Established certification process and start up of training activities for 60 members of enterprises in the federation FP2A intended to improve the presentation of processed products, specifically labeling and packaging ; This included efforts to establish a nutritional table</li> <li>• Collaboration with MASTER SARL on a feasibility study for mango processing;</li> <li>• Discussions with the company FRUITALES for support to promote the processing of mangos.</li> </ul>	
Control of Fruit Flies: quarantine treatments against fruit flies - production, harvest and post-harvest.	<ul style="list-style-type: none"> <li>• Study tour to Mexico, sponsored in collaboration with USDA, for HORTICA SENEGAL regarding hot water treatment of mangos to control fruit fly infestation and assure mango quality for export;</li> <li>• Training and on-going monitoring of losses with 50 pilot producers for fruit fly control techniques</li> <li>• 400 producers trained in techniques for controlling fruit flies and understanding of their destruction of mangos;</li> <li>• Training of 10 staff of COOPROFEL involved in conditioning mangos ;</li> <li>• Established a partnership with the DPV, the Direction of Horticulture and the Fondation Origine Sénégal for the preparation of the 2011 campaign</li> </ul>	PCE will support technological pilot of fruit grading and hot water treatment fruit fly control technologies.

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
<b>22. CASHEW</b>		
<p>Improve Productivity &amp; Production: Improve tree varieties/plantations for cashew.</p>	<ul style="list-style-type: none"> <li>• Establishment of 5 nurseries of grafted cashew plants – seeds planted for 25,000 plants for grafting at Mandina Assay, Simbandin Balante, Safane, Assoumoulance et Yarangue ; ;</li> <li>• Training of 31 nursery managers in procuring; these managers manage nurseries and are paid by their associations;</li> <li>• Planted 20,000 plants as follows: 5,000 plants at Passy ; 10,000 at Ndem and ; 5,000 plants at Ndiayène with the Fédération of Producers, Passy (Sokone)</li> <li>• Training of 30 nursery managers who manage nurseries and are paid by the Federation of Producers, Sokone.</li> <li>• Training of 31 nursery managers in grafting ; 10 addition pilot producers with FODDE et 30 nursery managers with la FPAP de Sokone (Passy) ;</li> <li>• Continue the grafting 25,000 plants during the raining reason in sites managed by FODDE and 20 000 plants avec la FPAP de Passy ;</li> </ul>	<p>PCE will support the development of a geo-referenced cashew supply chain database for the Casamance region and identification of critical consolidation points at community and district levels as well coverage to date of the PCE trainings and other targeted zones.</p> <p>PCE will pursue the creation of 9 additional pilot nurseries in newly targeted zones and the creation of top grafting training material and training of nursery operators in top grafting methods.</p>
<p>Investment Environment: Competitiveness study of the cashew value chain.</p>	<ul style="list-style-type: none"> <li>• Replace the weigh bridge in Ziguinchor with an electronic scale and develop a comprehensive program, coordinated by the Chamber of Commerce, to establish a multi-modal container platform for the export of tree crops and other locally produced export products. Objective: promote Ziguinchor as a site for the</li> </ul>	<p>Feasibility study and business plan for the establishment of Ziguinchor as a satellite logistics services point for the forwarding of containerized freight (cashew and perishables) through Banjul port. This will be developed in</p>

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>consolidation of agricultural exports ;</p> <ul style="list-style-type: none"> <li>• Facilitate the activities of Performances SARL company to recommend costs and others for the weigh bridge;</li> <li>• Signature of an accord of partnership with the Chamber of Commerce and PO in progress;</li> <li>• 30 trainers trained in assessing the quality (grading) of cashew nuts destined for export</li> <li>• 2745 operators in the cashew value chain in nut quality with FODDE (1756 with 44 % of women and 56 % men), and AJAC Lukaal (989 with 25 % women and 75 % men).</li> </ul>	<p>collaboration with the Ziguinchor Chamber of Commerce, lead traders and logistics companies with interests in containerized freight.</p>
<p>Market Support: Promote exports of raw cashew nuts and processing</p>	<ul style="list-style-type: none"> <li>• 5 radio emissions realized with RTS and specialists and resource persons representing all segments of the cashew value chain,</li> <li>• 1000 posters elaborated in 5 languages en partnership with SOSEMA and distributed in all zones where PCE/SOSEMA are working in Casamance and Sokone,</li> <li>• TOR and MOU elaborated regarding the construction of a center of quality in Tanaff with SOCIEX</li> <li>• TDR, MOU regarding the construction of a quality center qualité in Tanaff with SOCIEX validated</li> <li>• Development of an export promotional campaign in collaboration with the Chamber of Commerce, Ziguinchor.</li> </ul>	<p>Expansion of the cashew quality enhancement training program to additional communities in conjunction with collector and trader networks.</p>

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
<b>23. SESAME</b>		
Improved Productivity and Production: support the development of improved sesame seed quality and production.	<ul style="list-style-type: none"> <li>• Program for the production of 500 kg of seed (1 ha) with ISRA Production finalized</li> <li>• Discussions undertaken with TROPICASEM for the production of certified sesame seed with ANI in the North and with ZIGAGRO in the South beginning in 2011.</li> <li>• Implementation and Monitoring of the seed program (foundation seed) with ISRA</li> <li>• Organization of exchange visits with grain producers to examine seed production plots;</li> <li>• Training in increasing the benefits of using certified seed, appropriate/ improved agronomic practices</li> </ul>	PCE will pursue support to the Tropicasem certified seed program.
Improve Quality and Competitiveness: improve quality by reducing impurities and increasing white grains.	<ul style="list-style-type: none"> <li>• 4 production zones identified, involving 756 production units and 500 production units in the South</li> <li>• 3 tons of sesame seed purchased by ANI from BAMTAARE/ SODEFITEX, brokered by PCE</li> <li>• Contracting with ADC NINABA to strengthen producer capacity around Kolda and monitoring of the commercialization of last year's harvest in collaboration with ANI.</li> <li>• Contract with ANI to strengthen the capacity of producers in the central zone (Tamba and Koungeul) and monitoring of the commercialization of last year's harvest in collaboration with 6</li> </ul>	PCE will implement a farmer and field collector training program in best production and post harvest practices in collaboration with buyer exporters.

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>sesame producers associations;</p> <ul style="list-style-type: none"> <li>• 31 producers and relays trained in production techniques and quality</li> <li>• 3 meeting of negotiations organized between ANI and producers associations as importer and smallholders;</li> <li>• Training and support provided to beneficiary producers for 2000 ha in the areas of Kolda and Sédhiou in collaboration with Royal Enterprise and ANI and 1500 ha in the central zone with 6 groups of producers of sesame with ANI.</li> <li>• Monitoring the best practices productions of sesame in Kolda and Sedhiou areas with ADC NINNABA ;</li> <li>• Contracting with the GIE for the monitoring and technical field support of producers in Boudié with Royal Enterprise</li> </ul>	
Improved Value Added	<ul style="list-style-type: none"> <li>• Discussions et elaboration of TOR with ASSOLUCER for the transformation of sesame grain for the production of sesame oil (to be reviewed)</li> <li>• Analysis of opportunities to improve the quality of both seed and grain to position production to penetrate increasingly high value markets.</li> </ul>	
Support the dialogue and the communication for training and information to increase production	<ul style="list-style-type: none"> <li>• Renew communication program based on needs and lessons learned from 2009/10 for sesame value chain operators.</li> <li>• Participation in weekly radio programs in collaboration with</li> </ul>	

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
and the exports.	RTS Kolda.	
<b>24. BANANA</b>		
Finalize and Present Banana Value Chain Study	<ul style="list-style-type: none"> <li>• Restitution et validating recommendations of banana value chain study with private sector partners</li> <li>• Validation/discussion of recommendations from banana value chain study with partners not present at Kaolack restitution meeting.</li> <li>• Implementation of banana work group to Tambacounda.</li> </ul>	PCE will promote the banana sector with potential partners in the export banana sector.
Improved Productivity & Production: Introduction of agronomic best practices and Improve the quality of and extend the use of healthy plants.	<ul style="list-style-type: none"> <li>• Signature PO with APROVAG</li> <li>• Signature of a convention for financing with GIE Nguéne2 (grant)</li> <li>• Study for 5ha for implanting micro irrigation system (aspersion p.a)</li> <li>• Purchase of tractor adapted for banana transport in the fields</li> <li>• Signature of a convention for financing with EST (grant)</li> <li>• Start up of program Best practice training with APROVAG and GIEs of Nguéne in addition to training 30 – 45 producers</li> <li>• 2 nurseries of PIF (Plants Issus de Fragment) implemented</li> <li>• Promote compost production companies in local areas</li> <li>• 1020 tissues culture (Grande Naine and Williams varieties)</li> </ul>	PCE will support the establishment of demonstration plots for organic banana best practices in collaboration with potential investors. Post harvest best practices will be promoted through partnerships with local banana traders.

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	planted by 17 producers with 95% of emergence • Start up of tissue culture plant program with EST and associated GIEs	
<b>25. FONIO</b>		
Improved Productivity & Production	<ul style="list-style-type: none"> <li>• Discussions with ISRA for the training of producers in best production practices and utilization/maintenance of a motorized reaper</li> <li>• Start up of mechanization program for fonio – harvest and post-harvest equipment</li> <li>• Training of producers in best production practices</li> <li>• Implementation of fonio work group in Kedougou</li> </ul>	
Improve value added: premise and export markets improve processing of fonio	<ul style="list-style-type: none"> <li>• Continued export of fonio between GIE Koba Club and Sylla Exotic and the Unions locales de Productrices de fonio et ASPROF/Sédhiou</li> <li>• Start up of fonio quality program</li> </ul>	PCE will promote fonio through the Ceregal program which will include point of sale promotion.
<b>26. Public-Private Partnership, AKANEB, Zone of PRODAM in Matam</b>		
PPP for the AKANEB processing facility in Matam	PCE gathered data to determine the needs for electrical infrastructure. The PCE infrastructure specialist conducted a	Finalize the negotiations with partners and launch the PPP investments.

## FY 2010 ACTIVITY OVERVIEW

### VALUE CHAIN COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>trip to the prospective site near Nguidjilone to evaluate the construction costs for the storage facility.</p> <p>The implementation of the AKANEB/PRODAM/SOENA PPP includes the following contributions: SOENA provides the factory (73 million FCFA); PRODAM is responsible for the building of the hangar (34 millions); and AKANEB contributes about 13 700 000 FCFA.</p>	

# CAPACITY BUILDING AND APPLIED RESEARCH COMPONENT

## SUMMARY

### Approach

PCE capacity-building activities are aimed at developing professional skills required for agri-food actors to take advantage of business development opportunities and creating endogenous conditions for efficiency as well as effective sustainability of USAID investments in value chains. Four main categories of stakeholders are targeted: primary producers' groups; private business enterprises; agri-food support agencies and agricultural training institutions. Four major concerns dominate the capacity building effort :

- The capacity to understand and apply the basic principles of the Value Chain approach;
- The capacity of primary producers to become organized as business operators equipped with the fundamentals of associative governance and community-based entrepreneurship;
- The capacity of small agri-food entrepreneurs to efficiently manage their activities and integrate market chains;
- The capacity of supported actors to develop sustainability strategies and reduce dependency on external assistance.

Interventions are demand-driven and needs-based; bearing in mind that explicit demand may not reflect strategic capacity gaps that would require a rather pro-active approach. Local change actors are considered as strategic targets whose capacitation to take visible initiatives with tangible returns in the short run will stimulate emulation and generate large scale interest.

Concerning applied research, we emphasize connecting PCE partners to training institutions so that their needs for analyzing practical issues are addressed through research papers of selected terminal students sponsored for short term internships.

Our effort for scale-up to generate a critical mass of informed professionals is centered on targeting change actors, combining complementary approaches, and engaging in strategic partnership with key training institutions and rural development agencies.

### Results

The main Capacity Building results in FY 2010 can be summarized as follows:

- Elaboration of a comprehensive strategy framework for capacity-building and applied research to spell out and share our overall vision and approach.
- Delivery of 12 training workshops for 310 participants from 155 entities including producers organizations, economic interest groups, small agri-food business enterprises, training institutions, local NGS, and public agencies. The themes covered include the value chain approach, organizational development, management of small business enterprises and community-based seed-system. The proportion of women varies according to sectors and geography, with an average of 31.6%, which is below PCE aims.

- Completion of the design and institutionalization of a new curriculum on value chain and agribusiness at ENSA, in collaboration with Michigan State University.
- Creation of a national Value Chain Network Champions composed of ENSA and five (5) other training institutions, to be the backbone for a future Pole of Excellence in the West Africa sub-region.
- Formulation of a comprehensive capacity-building program for the Ministry of Agriculture based on an extensive and participatory needs assessment exercise.
- Examination of the technical and financial feasibility of introducing jatropha (underway) for crop diversification and bio-fuel production in irrigated rice systems along the Senegal River.
- Sponsoring of twenty (20) students at three training institutions to undertake field research on various themes proposed by PCE field partners across the country.
- Implementation of fifteen (15) Purchase Order contracts and Short-term Technical Assistance missions.

#### Capacity Building training activity summary

<b>Themes</b>	<b>Number of sessions</b>	<b>Number of participants</b>	<b>Proportion of Women</b>
Value Chain Approach	4	76	23.6%
Organizational Development and Associative Governance of Primary Producers Groups	4	119	31.1%
Management and Development of Small Agri-food Business Enterprises	3	75	49.3%
Community-based Seed Systems	1	40	15.0%
<b>Totals</b>	<b>12</b>	<b>310</b>	<b>31.61%</b>

#### Outcomes

- Efforts to promote the Value Chain approach ended up making it a common denominator of all interventions in the agri-food sector. The concept features prominently in the language of rural development professionals and in various official documents.
- The strategic option for training agriculture and rural development professionals in Senegal is getting concretized, namely the creation of synergies and operational linkages between educational institutions at different levels. This contributes to improving their professional openness and facilitates the process of adapting the offer to a changing global environment.
- Activities in applied research have resulted in some significant advances among which we can mention the following: the emerging of collaborative process where local partners take the lead in formulating their problems and searching for solutions; the mobilization and strengthening of national capacity in applied research with focus on young people, the greater valorization of expertise within PCE by getting technical managers and specialists engaged in mentoring sponsored students.

## Learning

Key lessons learned to date from capacity-building interventions are the following:

- Raw demand for capacity-building may be driven by factors other than real needs that are not always as evident as we often think, which requires analysis and refinement of requests from partners.
- Capacity-building is a process that cannot be reduced to isolated training events and may need some backstopping and follow-up to ensure effective absorption and capitalization of learned skills, which requires effective involvement of PCE field teams and thematic specialists.
- Fluency of trainers in local languages is critical due to heterogeneous French levels of some target groups, mainly in rural producer's organizations.
- The representation of women in local organizations is positively correlated with the levels of organizational development observed in the different PCE zones (decrease from north to south-east).
- Small business enterprises represent the sector where the presence of women is stronger compared to our other target domains such as local organizations, training institutions, and agri-food support agencies.
- Collaboration is easier when the Partner organization belongs to the ultimate intervention targets.
- Because training events often involves key actors of change among participants, they are good occasions for active dialogue about who we are, what we do and how, bearing in mind that effective Communication is critical to convey the right messages and avoid misunderstanding that can generate inappropriate attitudes and unrealistic expectations.
- Even top experts of the value chain approach tend to overlook the less straightforward but most critical implications in terms of behavioral changes, for example when markets actors have to engage in transparent win-win and solidarity partnerships instead of the usual conflicting interest relationships, when local organizations must go beyond representation to become platforms of business development services for members, when teachers used to transferring academic knowledge must become trainers who facilitate active acquisition of operational competences, etc.
- When applying principles of gender balance, we have to make sure that it does not lead to nominating women for training events regardless of their capacity to reap benefit for themselves and their institutions, which underscores the need to spell out in invitation letters all the critical conditions for efficient participation.

## FY 2010 ACTIVITY OVERVIEW

### CAPACITY BUILDING & APPLIED RESEARCH COMPONENT

Activities	Key Achievements	FY 2011 Forecast
<b>27. Embedding the Value Chain Approach in National Training and Extension Work</b>		
<b>27a.</b> Training in the VC methodology	<p>A VC Training of Trainers workshop in Saly (Nov. 9-16, 2009) with 17 participants from 7 national institutions, namely Ensa, Isfar, Enea, Ucad, Ugb, Ism and Ancar. Each institution came up with a draft proposal for integrating the value chain approach in its curriculum.</p> <p>A six-day training workshop on the VC Approach to rural extension was organized in Kaolack December 14-19, 2009. The 27 participants including 8 women came from 3 public agencies (Ancar, Da, Dhort) and 2 NGOs (Fongs, Caritas), all involved in rural extension and support services. The participants established a network.</p>	<p>Training of Livestock Senior Policy Officers on the Value Chain Approach (Request from the Ministry with 30 participants nominated for 1 national session)</p> <p>Training of Livestock Sector Field Technicians on the Value Chain Approach (Request from the Ministry with 65 participants nominated for 3 regional sessions)</p> <p>Training of PCE Financial Partners on the Value Chain Approach based on a request from the Capital Access Team</p>
<b>27b.</b> Ensa Value Chain and Agribusiness Curriculum	<p>Finalization of the design and institutionalization of the Ensa Value Chain/Agribusiness curriculum. The process was intentionally participatory to promote effective ownership by ENSA and the other stakeholders.</p> <p>The program will have 4 main components:</p> <ul style="list-style-type: none"> <li>- a <u>mandatory</u> introductory course on the value chain approach for fourth-year students in all ENSA Departments,</li> </ul>	<p>Start of the Value Chain introductory course for all 4<sup>th</sup> year ENSA students in November 2010</p> <p>Elaboration of didactic materials for the Master's program modules</p> <p>Official designation of the 2-year Master's Degree</p> <p>Selection of first cohort and official launch of the Master's program in February 2011</p>

## FY 2010 ACTIVITY OVERVIEW

### CAPACITY BUILDING & APPLIED RESEARCH COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<ul style="list-style-type: none"> <li>- a 2-year Master’s Degree Program mainly aimed at regular fifth-year Ensa students,</li> <li>- short-term tailor-made training on selected modules for value chain professionals</li> <li>- applied research activities on practical issues faced by value chain actors.</li> </ul> <p>The Master’s degree and short-term professional training components have dedicated web sites with <a href="http://www.agrimaf.com">www.agrimaf.com</a> and <a href="http://www.cegea.org">www.cegea.org</a> as domain names respectively.</p> <p>A Technical Steering Committee is set up to supervise the process and ensure effective ownership by Ensa. The other key stake holders including public agri-food support agencies are involved through a 10-member Advisory Board. Collaboration is underway with other training institutions for specific themes such as ENEA on value chain organizational and governance aspects, ISM on activity management, UCAD/CREA on competitiveness questions, and UGB on irrigated agriculture.</p> <p>A 4-day seminar with the Faculty of ENSA and ISFAR was organized to upgrade capacities in value chain analysis, share the finalized Agribusiness curriculum design report, clarify expected roles, and prepare the program launch.</p>	<p>Design and institutionalization of the Agri-business Under-graduate Program of ISFAR</p>

## FY 2010 ACTIVITY OVERVIEW

### CAPACITY BUILDING & APPLIED RESEARCH COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>An information and communication day aimed at all ENSA students and staff was organized on 8 June to present the program, get feedback, and answer questions. There was good media coverage by 12 press organs with 8 journals and 4 radios, in additions to flyers and banners.</p>	
<p><b>27c.</b> National Value Chain Network Promotion</p>	<p>The Value Chain Training of Trainers workshop provided the opportunity for the participants to set up a network of value chain champions involving 7 national institutions. A coordinator from Ensa was designated to keep it alive through the exchange of ideas, information and documents.</p> <p>A 2-day seminar was held in Saly with the Network to discuss embedding plans of the approach and articulations with the Ensa Agribusiness program to create a pole of excellence. Fourteen teachers and specialists from Ensa, Enéa, Isfar, Ucad, Ism and Ancar took part in the event.</p> <p>Attention of the professors was drawn by PCE on the practical implications for adopting a value chain approach. A key aspect is the necessary shift from ‘teaching’ to ‘training’ or in other words, from academic knowledge transmission to developing operational competences of learners</p>	<p>Support the network to get institutionalized and effectively operational with a clear mission and a program of activity</p>

## FY 2010 ACTIVITY OVERVIEW

### CAPACITY BUILDING & APPLIED RESEARCH COMPONENT

Activities	Key Achievements	FY 2011 Forecast
<p><b>28. Training of key value chain actors on selected technical, institutional and business development themes</b></p>		
<p><b>28a.</b> Train producers' group leaders on Organizational Development and Associative Governance</p>	<p>Three workshops on organizational development and associative governance in Kaolack, Kolda and Saint-Louis. The 85 participants from 54 organizations (30% women) are current leaders and members who have the profile and likelihood to take over. Topics covered included methods for mobilizing and organizing people, rules and regulations that define the operating environment, the practice of participatory institutional diagnosis, the gender and sociological issues in associations, the prevention and resolution of conflicts, the development of community-based entrepreneurship, the techniques of advocacy and lobbying, the problem of leadership and principles of good governance, the strategies for reinforcing endogenous capacities of rural organizations, etc.</p>	<p>Focus on the Livestock Sector for training on Organisational development and associative governance.</p> <p>In-depth training of Primary Producers Groups on Community-based entrepreneurship</p> <p>Training of key Value Chain Actors on contractualization and partnership development</p> <p>Elaboration of rough guides on selected technologies and best practices in supported value chains</p> <p>Coaching of selected producers organisations for effective capitalization of learned skills</p>
<p><b>28b.</b> Training on Agri-food Business Management and Development</p>	<p>Four workshops were held with 109 participants from 56 enterprises small and medium enterprises (with 44% women).</p>	<p>Training of small-scale agri-food business entrepreneurs on product marketing strategies</p>

## FY 2010 ACTIVITY OVERVIEW

### CAPACITY BUILDING & APPLIED RESEARCH COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>Key themes included legal framework and rules, basic accounting and financial record keeping, information management, supply and stock management, market access strategies, elaboration of bankable business plans, etc.</p> <p>Participants came from around the country to share experiences and thoughts, discuss practical issues they face, and use real life cases for all group work applications</p>	<p>Coaching of selected SMEs organisations for effective capitalization of learned skills</p>
<p><b>29. Developing professional capacity of key agri-food support institutions including PCE</b></p>		
<p><b>29a.</b> Internal capacity development</p>	<p>A comprehensive strategy framework for capacity-building and applied research was prepared and shared with the other teams. The capacity-building team initiated and facilitated an internal meeting on the issue of implementing through third parties or ‘faire-faire’ for VC development. The event brought together the Dakar and Regional staff to discuss numerous team-building questions including internal communication and cross-team collaboration.</p>	<p>Thematic Exchange and Animation Meetings of Stakeholders (TEAMS) to promote outreach, mobilize partners and develop leadership in the agri-food debate around concrete issues relevant to PCE interventions sectors and zones</p>
<p><b>29b.</b> Assessing capacity-building needs of key public agri-food support institutions</p>	<p>PCE supported a participatory assessment of capacity-building needs for four government agricultural support institution: DAPS, Direction Agriculture, Direction Horticulture, and ANCAR. The final reports with a costed action plan were</p>	<p>Implementation of the capacity-building programme for DAPS, DA, DHORT and ANCAR</p> <p>Assessment of capacity-building needs of the</p>

## FY 2010 ACTIVITY OVERVIEW

### CAPACITY BUILDING & APPLIED RESEARCH COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	circulated to the Ministry of Agriculture and USAID	Livestock Ministry and related agencies
<b>29c.</b> Training of seed sector specialists	The ISRA candidates for graduate training at Iowa State University took the TOEFL tests on May 2010. PCE lost contact with the University and there are no clear perspectives for effective implementation of this program.	Challenges remain to establish a partnership with Iowa State University. Follow-up is planned to hopefully implement the graduate training for Seed Technology Specialists, as planned
<b>29d.</b> Training in Community-based Seed Systems for rain-fed rice	<p>A 6-day training of trainers workshop on community-based seed systems for rain-fed rice was organized in Kolda in collaboration with AfricaRice.</p> <p>The 40 participants including 6 women were rural technicians and extension agents from 22 entities including decentralized public agencies (Ancar, Drdr, Isra, etc.), local community organizations and NGOs. PCE provided high quality durable posters on various technical aspects that will be used by participants as didactic tools for training farmers in rice seed production and conservation.</p>	Training of seed technology specialists and professionals at various levels regardless of crop specificities.
<b>31. Supporting and promoting applied research activities</b>		
<b>31a.</b> Farmers Technology gaps assessment	A first phase assessment, focused on millet, sorghum and maize, was carried out at the level of producer organizations	Consolidate the sectoral STTA reports in a single document with clear conclusions and

## FY 2010 ACTIVITY OVERVIEW

### CAPACITY BUILDING & APPLIED RESEARCH COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>and individual farmers in 15 different sites across the regions of Diourbel, Kaolack, Kaffrine and Tambacounda.</p> <p>A subsequent irrigated rice gap assessment was conducted in the Senegal River engaging key informants from SAED and Focus Groups from village associations in the different rice production sub-systems between Saint-Louis and Bakel.</p>	recommendations to PCE
<b>31b.</b> Jatropha energy and bi-product feasibility study	<p>The final report of the Pip/Piv typology analysis was submitted by the local jatropha consultant hired under MSU contract. Discussions were held with him on methodological aspects for the next steps of the assignment on the cost-benefit analysis of introducing jatropha in irrigated rice systems.</p> <p>Meanwhile, laboratory analyses are under way at Michigan State University on Phorbol Esters measure and neutralization using jatropha products samples collected from Mali by Brent Simpson.</p>	Finalize the cost-benefit analysis as well as the laboratory work on phorbol esters
<b>31c.</b> Sponsoring of applied research work through internship of students in PCE partner organizations	<p>Twenty applied research proposals from Enea, Ensa and Isfar have been selected for sponsorship. Requirements included production of a clear methodology note and assignment of an academic supervisor.</p> <p>The research themes were all identified by field partners and cover a wide range of topics with some concentration on rice,</p>	Identify new research themes with PCE field partners and sponsor students for internship, including the Inter-state Veterinary School in addition to Ensa, Enea and Isfar.

## FY 2010 ACTIVITY OVERVIEW

### CAPACITY BUILDING & APPLIED RESEARCH COMPONENT

<b>Activities</b>	<b>Key Achievements</b>	<b>FY 2011 Forecast</b>
	<p>maize, and livestock-based value chains. Gender, micro-finance, and organizational development issues are also put forward.</p> <p>Ten draft research reports have been submitted by ENEA in early October and the other two institutions that have different academic calendars will follow.</p>	

# INFRASTRUCTURE, TRADE AND PPP COMPONENT

## SUMMARY

The infrastructure, trade and PPP component is essentially a cross-cutting project element that works to improve the conditions for success within the PCE leading value chains as well as more general improvements in both infrastructure and trade policy to boost overall trade within Senegal and the sub-region. The annual report provides highlights on each of the three themes of infrastructure, trade and PPP.

### Infrastructure

A multitude of opportunities were identified and assessed in FY2010, notably infrastructure investments related to warehousing and a weigh bridge station in Ziguinchor. Many of these investments are on-going and will be completed in FY 2011. The following investments were completed in FY 2010:

- Construction of 2 seed quality laboratories at Kaolack and Richard Toll. These labs, identified in partnership with the Ministry of Agriculture's Seeds Division as the highest priority, play an essential role in testing and certifying seed supplies. In FY 2011 the PCE will also procure the laboratory equipment and work with the Ministry and USAID to define a strategy for sustainability and maintenance of the labs.
- Rehabilitation of 4 storage units with a total capacity of 915 tons for the promotion of a millet/sorghum consolidation and marketing network.
- Construction of 2 maize warehouses: 01 at Koly Omar Dagga (100 tons) and 01 at Nioro Thiakène (150 Tons).

### Trade and Transport

The major highlight of FY2010 has been the collaboration between PCE and the Presidential Investment Council to organize a border conference to bring together Senegalese and Malian stakeholders to establish an action plan to improve the performance of trade along the Dakar-Bamako corridor. A launching event was held in June in Dakar. In July a public-private Senegalese delegation travelled to Mali to establish a detailed program for preparations of the border conference scheduled for end of November 2010. Between August and September, the PCE worked to put in place four private sector-led working groups to begin preparation of specific recommendations for the conference.

The PCE also launched an in-depth study of the transport costs for the Dakar-Bamako corridor. The study findings will be validated in early FY 2011 and the full report will be made available to the public during the border conference.

### Public-Private Partnerships

The PCE focus for PPPs in the context of the Feed-the-Future initiative has turned towards relatively small-size PPPs directly linked to value chain investments or associated enabling investments with a strong public interest. In particular, PCE concluded an agreement with the company Sodefitex to co-fund a rehabilitation/construction of a maize storage silo at their facilities in Tambacounda. The silo is part of a broader partnership for organization and support

to an extensive network of maize producer organizations. PCE also pursued a partnership with the Chamber of Commerce of Ziguinchor to replace the old weigh bridge with an electronic scale. Actions are underway to finalize and pursue these PPPs.

## FY 2010 ACTIVITY OVERVIEW

### INFRASTRUCTURE, TRADE AND PPP COMPONENT

Activities	Key Achievements	FY 2011 Forecast
<p><b>31. GIS database development and analytical mapping</b></p>	<p>Two contracts were cut with local firms, BAMTAARE and Archi3D to collect GIS data and related descriptive information about warehouses located in southern regions of the country. Subsequently, a consultant was hired to merge the two datasets and to prepare maps showing the location of the warehouses and with the possibility to examine the warehouse characteristics.</p> <p>With the arrival of a new Senior Manager for Value Chains, the decision was taken to hire a full-time VC database development manager. The recruitment was launched and a candidate selected in September 2010.</p>	<p>The PCE will massively scale up its work on GIS database development in FY 2011. The full-time VC database developer will work directly with field partners and associations to put in place a system for geo-locating and describing farms, markets, consolidation and storage points, processing centers, warehouses and more.</p> <p>PCE will focus on VC-related databases useful for private sector operators engaged in commerce and consolidation and for higher-level planning, coordination and communications on PCE VC progress.</p> <p>These systems will be directly linked to project M&amp;E. Other initiatives will include establishing operational linkages for sharing spatial data with other USAID projects, with the Ministry of Agriculture and with the SCA, among others.</p>
<p><b>32 &amp; 33 Development of the Dakar-Bamako trade corridor</b></p>	<p><u>Regarding corridor cost competitiveness</u>, PCE mobilized an international consultant to undertake a study on the cost of transport within the corridor Dakar-Bamako. Two key staples, rice and cotton, served to generate realistic figures for actual</p>	<p>The corridor transport assessment will be finalized in November to be distributed at the border conference.</p> <p>The corridor border conference is planned for end-</p>

## FY 2010 ACTIVITY OVERVIEW

### INFRASTRUCTURE, TRADE AND PPP COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>costs incurred at each step in the “transport chain”. This study is part of the broader USAID FTF objective to reduce transport costs of staple food commodities by an estimated 10% along key transport corridors, primarily Dakar-Bamako.</p> <p><u>Regarding bottlenecks to corridor performance</u>, PCE invested much of FY 2010 in establishing a partnership with the Presidential Investment Council’s working group charged with improving the Dakar-Bamako corridor. Through this partnership the following activities were undertaken in preparation for a 2-day border conference scheduled for end-November, 2010:</p> <ul style="list-style-type: none"> <li>- A roadmap was presented at an official launching event in June 2010</li> <li>- A 3-day trip to Bamako (19-21 July) where a public-private Senegalese delegation engaged their Malian counterparts to finalize a common approach and methodology to the border conference</li> <li>- Establishment of four private sector-led working groups (agriculture products, livestock, industrial products, transport) that began to define specific reform proposals for the border conference</li> <li>- A communications campaign to raise public awareness of the issues surrounding the corridor’s performance</li> </ul>	<p>November, 2010. PCE will participate in the event and help with both post-event communications and implementation of the retained action plan.</p> <p>Roll-out of partnership with ATP and the Dakar Chamber of Commerce to monitor costs and time of transport of agriculture and livestock products along three major trucking routes from Senegal into bordering countries (Mali and Guine Bissau).</p> <p>Upgrade the working conditions at the Kidira border post ( parking area, computerization, capacity building, process duration)</p> <p>Undertake a baseline assessment of the southern corridor ( routes, markets, products, etc...) as well as of the supporting infrastructure</p> <p>Work towards design of a comprehensive policy for setting tariffs that are coherent with international rules (UEMOA, APE) and in favor of the competitiveness of key local industries</p> <p>Organization of a conference on the renewal of the Senegal transport truck fleet and technical assistance</p>

## FY 2010 ACTIVITY OVERVIEW

### INFRASTRUCTURE, TRADE AND PPP COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p><u>Regarding corridor performance measurement</u>, PCE initiated a dialogue with the Agribusiness Trade and Promotion (ATP) regional project to co-finance a program for monitoring corridor performance specific to agriculture and livestock products. This work will generate data to feed into the ECOWAS system for monitoring west African transport corridor performance.</p>	<p>to formulate an action plan</p> <p>Facilitate bilateral dialogue (Senegal-Gambia) on the legal framework for multimodal operations for containerized agricultural freight between Ziguinchor and Banjul</p>
<p><b>34. Identification and execution of public-private partnerships (PPPs)</b></p>	<p>PCE identified four important partnerships in FY 2010. Work is on-going to finalize these partnerships, in particular the construction/equipment feasibility studies and technical specifications have been drawn up. Full implementation will take place in FY 2011.</p> <ol style="list-style-type: none"> <li>1. Ministry of Agriculture: The Richard Toll seed conditioning center to be placed under private management according to a specific cahier des charges.</li> <li>2. A partnership with the Ziguinchor Chamber of Commerce to replace the weigh bridge in Ziguinchor with an electronic scale and to develop a comprehensive program, coordinated by the Chamber of Commerce, integrating private investors to establish</li> </ol>	<p>Full implementation of the PPPs developed in FY 2010</p>

## FY 2010 ACTIVITY OVERVIEW

### INFRASTRUCTURE, TRADE AND PPP COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>a multi-modal container platform for the export of tree crops and other locally produced export products.</p> <p>3. A partnership with Sodefitex to rehabilitate a maize silo located at their Tambacounda facilities.</p> <p>4. A partnership with the ANCAR to rehabilitate the Agriculture and Development Technical Training center located in Pout.</p>	
<p><b>35. Trade rationalization program for expanded grain trading</b></p>	<p>Activities initially planned under this heading focused on warehouse investments and grades and standards. See Activity 36 for details on infrastructure including warehouses.</p>	<p>PCE will turn its attention to improving value chain market management (facilities upgrading, better processes, improved warehouse management) by promoting a multilateral results driven dialogue (local authorities, donors, wholesalers, producers) to develop modern marketplaces (plazas) where cereals can be easily consolidated, stored and traded. This will include work on :</p> <ul style="list-style-type: none"> <li>• Markets assessment and analysis</li> <li>• Dialogue sessions</li> <li>• PPP development and concession formulas</li> </ul>
<p><b>36. Infrastructure development and investment</b></p>		
<p>Rehabilitation of the Seed Conditioning Center in Richard Toll</p>	<ul style="list-style-type: none"> <li>• Completed technical and financial evaluation of the protocol signed between the Ministry of Agriculture and the</li> </ul>	<ul style="list-style-type: none"> <li>• Accompany Ministry of Agriculture to set up a PPP with private co-financing for the</li> </ul>

## FY 2010 ACTIVITY OVERVIEW

### INFRASTRUCTURE, TRADE AND PPP COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>management structures of the 4 seed conditioning units at Richard Toll, Diourbel, Keur Samba Gueye et Tambacounda</p> <ul style="list-style-type: none"> <li>National workshop to validate and evaluate recommendations for the future management for the RT conditioning center</li> </ul>	<p>rehabilitation</p> <ul style="list-style-type: none"> <li>Undertake the planned investments/rehabilitation</li> <li>The goal is to double the conditioning capacity to 5,000 tons/year.</li> </ul>
<p>Rehabilitation of Seed Testing/Certification Laboratories (Ministry of Agriculture)</p>	<ul style="list-style-type: none"> <li>With the DISEM (Ministry of Agriculture Seeds Division), PCE successfully negotiated and funded projects to rehabilitate two (2) seed quality laboratories in Kaolack and Richard Toll.</li> <li>Launch of procurement of laboratory equipment for Kaolack and Richard Toll labs (to be delivered by end November 2010)</li> </ul>	<p>Support for rehabilitation of three additional seed testing labs in Kolda, Diourbel, Tamba</p> <p>Dialogue/negotiations with the Ministry of Agriculture and USAID on management options to ensure sustainable operation of the rehabilitated seed quality control laboratories.</p>
<p>Seeds and cereals conditioning unit in Kaolack Region</p>	<ul style="list-style-type: none"> <li>Cost sharing with two private operators in Kaolack to establish a seed conditioning unit – society KASEC SARL,:                             <ul style="list-style-type: none"> <li>Total investment = 64 millions Fcfa</li> <li>Capacity : 200-300 tons certified seed for maize, millet and sorghum</li> <li>Elaborated management manual and Business plan</li> <li>Procurement of conditioning unit for KASEC</li> <li>Completion of construction</li> </ul> </li> </ul>	<p>Implementation of the Kaolack multifunctional seed/cereal processing unit. Equipment to be delivered before end of November 2011.</p>
<p>Rehabilitation or construction of</p>	<p>Rehabilitation of 4 storage units with a total capacity of 915</p>	<p>PCE will work with loumo tradesmen to develop a</p>

## FY 2010 ACTIVITY OVERVIEW

### INFRASTRUCTURE, TRADE AND PPP COMPONENT

Activities	Key Achievements	FY 2011 Forecast
millet/ sorghum storage infrastructure	tons for the promotion of a millet/sorghum consolidation and marketing network.	consolidation services infrastructure model to facilitate distribution logistics and promote quality.
Rehabilitation or construction of rice storage infrastructure	Several visits and exchanges between the infrastructure specialist and PCE partners in the irrigated rice area to identify and prioritize storage facility investments.	Three smaller storage facilities (150 T each) will be built during FY2011 in the rainfed rice area (Kandia, Médina Gounass and Médina Afia.
Maize storage infrastructure	<ul style="list-style-type: none"> <li>• Signature of PO with enterprises selected for the renovation of the SODEFITEX silo (1000 T capacity).</li> <li>• Finalization of construction of the Taïba Niassène unit : capacity 190 tons.</li> <li>• Construction of 02 warehouses: 01 at Koly Omar Dagga (100 tons) and 01 at Nioro Thialène (150 Tons).</li> </ul>	In 2011 PCE will focus more on mechanization of post harvest activities directly in the field for direct delivery to contracted buyers. Warehousing requirements will be addressed by the buyers.

## FY 2010 ACTIVITY OVERVIEW

### INFRASTRUCTURE, TRADE AND PPP COMPONENT

Activities	Key Achievements	FY 2011 Forecast
Rehabilitation of a weigh bridge station in Ziguinchor	An agreement was reached with the Chamber of Commerce of Ziguinchor to replace the weigh bridge in Ziguinchor with an electronic scale and develop a comprehensive program, coordinated by the Chamber of Commerce, to establish a multi-modal container platform for the export of tree crops and other locally produced export products. The objective is to promote Ziguinchor as a site for the consolidation of agricultural exports.	<p>Finalize partnership with the Chamber of Commerce of Ziguinchor</p> <p>Launch the procurement</p> <p>Operationalize the weigh bridge/electronic scale system.</p> <p>Make a linkage to other activities for positioning Ziguinchor as a satellite logistics services point for the forwarding of containerized freight through Banjul port.</p>

## CAPITAL ACCESS COMPONENT

### Highlights

The Capital Access (CA) component is tasked with enabling the overall agricultural investment environment and promoting financing institution investment/lending in agricultural sectors of the Senegalese economy. As such, creating overall receptivity to agricultural investment opportunities goes beyond individual transactions or even the activities of the PCE. Initiatives have been taken across commercial banks, national SACCO's (Savings and Credit Co-operatives) and, in specific cases of PCE involvement, local savings and loan structures. In addition, CA initiatives include supporting mechanisms such as development of crop insurance, agricultural equipment leasing, and wireless technologies.

The PCE signed Memoranda of Understanding were signed with six financing institutions:

1. Crédit Mutuel du Sénégal (CMS) (the largest SACCO network in Senegal),
2. FEPRODES (a women owned and operated SACCO),
3. MEC DELTA, operating in the irrigated rice producing region,
4. U-IMCEC (SACCO with a particular focus on women and children), and
5. Banque Régionale de Solidarité (BRS), with a mandate to refinance MFI/SACCO loan portfolios.
6. Alliance de Crédit et d'Épargne pour la Production (ACEP)

**Lending for the maize campaign.** In the course of one of PCE's first agricultural operations, PCE engaged our partner CMS (with some participation by another MFI and the Agricultural Bank) who eventually provided approximately \$230,000 in loans benefitting over 1,000 farmers in conjunction with PCE/Capital Access intervention.

**Development Credit Authority.** PCE worked to enhance the use of the USAID Development Credit Authority (DCA) in increasing agricultural investment/lending. We worked to enhance the terms and conditions of the existing DCA held by two commercial banks, Ecobank and CBAO (Attijariwafa Group), and provided guidance on maximizing the use of the guarantee in agricultural lending. PCE also worked closely with the USAID Mission and USAID/Washington to resolve confusion about borrower qualifications and profiles that had inhibited a more active use of the guarantee. A number of loans otherwise set aside were financed after consultation between CA and guarantee holder banks.

PCE was also closely involved in the negotiations to extend a new 50% DCA guarantee to cover \$10 in agricultural investments with two additional ACEP (the second largest MFI network in Senegal) and IMCEC (a younger institution with a focus on women and vulnerable groups becoming part of the economy). The DCA agreements were signed between USAID and these institutions in September 2010. The DCA guarantee will enable these institutions to extend their operations into underserved sectors and regions, as well as to test important innovations in standard financing.

**Capital Access Component Capacity Building.** PCE was very active in a wide range of ad hoc "coaching" and other TA interventions for various credit seekers in FY2010. These efforts are summarized in the following table.

<b>Beneficiaries of CA Component ‘Coaching’</b>	<b>Number</b>
Cereal processors and milk products	10
Producer organizations	25
Collection and sales firms	2
Agricultural services providers	1
Professional organizations	3
Individual producers	28
<b>Total</b>	<b>69</b>

#### FY 2011 Perspectives

In the coming year the Capital Access component team will take a more strategic approach to strengthening bank personnel capacity to process agricultural lending requests with an emphasis on ensuring that loan approval criteria are fully understood. PCE anticipates expanding the impact of the DCA mechanism on food security and value chain development through the addition of another participating commercial bank, a national MFI DCA agreement focused on equipment investment, and a DCA focused on women entrepreneurs. The progress on encouraging standard lending (debt financing) in the agricultural sector will also be complemented by efforts to link in alternative and/or complementary products and approaches that will become important pieces of the long-term agricultural financing puzzle. This will include work on warehouse receipt (warranty) systems, crop insurance, agriculture equipment leasing, and wireless technologies.

## FY 2010 ACTIVITY OVERVIEW

### CAPITAL ACCESS COMPONENT

Activities	Key Achievements	FY 2011 Forecast
<b>37. Strengthen financial Institutions</b>		
<ul style="list-style-type: none"> <li>• Provide management strengthening guidance and training to MFI's (SFD's: "systemes financier decentralizes") including credit unions.</li> <li>• Provide guidance concerning maximizing investment in agriculture chains...MFI and commercial banking institutions.</li> <li>• Provide guidance to SFD's in structuring their financial planning and inter-institutional relationships in order to refinance their portfolio</li> </ul>	<p>Signature of MOU's for cooperating on services upgrades with:</p> <ul style="list-style-type: none"> <li>- Crédit Mutuel du Sénégal (CMS) (the largest SACCO network in Senegal),</li> <li>- FEPRODES (a women owned and operated SACCO),</li> <li>- MEC DELTA, operating in the irrigated rice producing region,</li> <li>- U-IMCEC (SACCO with a particular focus on women and children), and</li> <li>- Banque Régionale de Solidarité (BRS), with a mandate to <u>refinance</u> MFI/SACCO loan portfolios.</li> <li>- Alliance de Crédit et d'Epargne pour la Production (ACEP)</li> </ul> <p>Action Plans were drawn up concerning institutional and financing support with four institutions: Pinord (serves as focal point for most of the Senegal River valley co-ops), MecDelta, Feprodes and CMS. Two specialized consulting firms contracted to identify and respond to specific needs at these four institutions plus two TBD.</p> <p>Initiation of survey of our partner firms</p>	<p>Skills Upgrading Program for cooperating partners:</p> <p>Engage specialized technical firms to provide financial education for targeting client groups such that they develop 'bankable' profiles and facilitate SFD lending, also assist in direct coaching to loan officers at cooperating SFD's.</p> <p>A pilot project is being considered to create Credit Guarantee Societies whereby the CGS's and the SFD will receive technical assistance in financial management.</p> <p>As the "cascading credit" scheme from capital market formal banks continues, through intermediaries, to local SFD's, we will interface more frequently with smaller SFD's.</p> <p>Review of our various SFD partners' performance indicators to determine areas of concern, and</p>

## FY 2010 ACTIVITY OVERVIEW

### CAPITAL ACCESS COMPONENT

Activities	Key Achievements	FY 2011 Forecast
	<p>Ad hoc training of SFD's begun in tandem with the Value Chain component.</p> <p>SFD performance indicators were reviewed for MecDelta, Feprodes, IMCEC, ACEP and found to be acceptable. This resulted in IMCEC and ACEP benefitting from new FY2010 DCA's</p>	<p>weakness in terms of refinancing.</p> <p>Promote portfolio refinancing of a large SFD by a commercial bank <u>without</u> a loan guarantee.</p> <p>Promote refinancing of SFD portfolios through the existing Development Credit Authority (DCA).</p> <p>Promote the refinancing of a small/local SFD through a larger, intermediate, SFD <u>with or without a loan guarantee</u></p>
<p><b>38. Encourage Senegalese financial institutions to invest in agricultural production through multi-level (cascading) lending - profitability and risk management</b></p>		
<p>Design and develop cascading financial systems value chain actors.</p> <p>Provide technical assistance to larger financial institutions concerning profitable investment in value chain development.</p>	<p>The concept (applicable to both commercial and SFD financial institutions) is that institutions are more likely to take investment/lending risks with clients or institutions that they know well, that are within a familiar operational or geographic zone.</p> <p>In this context, PCE brokered an arrangement whereby CBAO, Senegal's largest bank, made an offer to Senegal's largest credit union to finance a large maize operation requiring a loan to PCE's commercial partner of over \$300,000, with an option to</p>	<p>Greater commercial bank lending in agricultural. Continue brokering opportunities for agricultural investment by major financial institutions.</p> <p>Conduct a value chain investment lending seminar two or more banking partners.</p> <p>With Communications, prepare a presentation including impact on value chain development and agricultural development</p>

## FY 2010 ACTIVITY OVERVIEW

### CAPITAL ACCESS COMPONENT

Activities	Key Achievements	FY 2011 Forecast
<p>Publicize/disseminate information concerning financial partnerships and good corporate neighbor policies</p>	<p>further fund new contracts under the same conditions.</p> <p>In order to better demonstrate the profitability of investing in value chain development, PCE has reached an agreement with several lending institutions to provide skills upgrades for commercial bank agricultural lending. Actual assistance is budgeted and planned for FY 2011.</p> <p>Working closely with PCE, CMS loaned over \$230,000 to support this year's maize campaign. PCE ensured that contracts were drawn up and signed by SODEFITEX (the intermediary and final buyer), and the producers. No bank guarantee was required, simply establishing good relationships, and good business practice. Over 1,000 producers benefitted from this operation.</p>	
<p><b>39. Encourage the use of Development Credit Authority mechanisms in agricultural development.</b></p>		
<p>Current DCA Agreements</p>	<p>Working through these banks, and collaboration with USAID/Wash and USAID/Senegal, CA led the initiative to amend the two DCA contracts from purely Small &amp; Medium enterprise investment to also include portfolio refinancing of intermediary financing institutions.</p>	<p>Based on investment performance, increase the existing DCA ceiling on Ecobank.</p>

## FY 2010 ACTIVITY OVERVIEW

### CAPITAL ACCESS COMPONENT

Activities	Key Achievements	FY 2011 Forecast
New DCA Agreements	<p>The amendments have been written, reviewed by USAID and discussed with the two banks. A visit from the DCA/EGAT office in early FY2011 should finalize the process.</p> <p>Two new Development Credit Authority mechanisms for SACCO's/MFI's: (ACEP and U-IMCEC).</p> <p>ACEP has now a \$4 million guarantee to support a total \$8 million new agricultural loan portfolio, and U-IMCEC has \$1 million guarantee to support a \$2 million new agricultural loan portfolio.</p>	<p>Collaboration with USAID to develop new DCA agreements (figures below represent target total portfolio size; 50% is DCA guaranteed).</p> <ul style="list-style-type: none"> <li>- Large MFI network \$8M</li> <li>- Emerging MFI network \$2M</li> <li>- MFI/Coop agricultural equipment guarantee \$8M</li> <li>- Women-oriented (and run) MFI's: 3 DCA's at \$2M each.</li> </ul>
<p><b>40. Community warehouse receipt system established as potential financing component.</b></p>		
Contract for and carry out a warehouse receipt system feasibility study	<p>PCE commissioned an investigation of past and present systems of warehouse warrants in Senegal and neighboring countries. Findings show these are on a very small scale, and not used to leverage loans from financial institutions, but simply to ensure safer and higher volume storage such that producers benefit fully from market price fluctuations.</p> <p>One lender, CMS (credit union) has opened negotiations with PCE to consider participating in pilot activities based on findings in the warranty report</p>	<p>Pilot warranty scheme with a PCE client-controlled warehouse, pending determination of appropriate warehouse management system/operator.</p>

## **SPECIAL ACTIVITY - Cotton Artisan Textile Support Program (TOI)**

For the past three years, PCE has engaged the international group, Aid To Artisans (ATA) to provide support under a special program for promotion of artisanal textile products for export. The PCE/ATA activities during FY 2010 can be divided into four components: capacity building, equipment technical assistance, product development, and market links. Highlights and activities are summarized in the table on the following pages.

## FY 2010 ACTIVITY OVERVIEW

### Cotton Artisan Textile Support Program

Activities	Key Achievements	FY 2011 Forecast
<b>42. Cotton Artisan Textile Support Program</b>		
<p><b>Strengthening hand-spinning capabilities of trained partners.</b> Technical assistance in ginning, carding, and spinning with a focus on quality control and consistency.</p>	<p>ATA's capacity building activities primarily focused on providing technical skills to the artisans of NDEM and WHEPSA. Those skills were: knitting, weaving, chemical and natural dyeing, spinning, carding, and sewing.</p>	<p>1. Upgrading/Improving spinning wheels</p>
<p><b>Product Development.</b> Develop ecologically effective organic handspun products for high end markets</p>	<p>In June 2010, ATA Product Development Consultant Docey Lewis conducted product development with WHEPSA, NDEM, and Navette D'or. The new product collections designed were targeted for the US market, particularly for the New York International Gift Fair. In Ndem, Docey Lewis developed a collection of natural dyed handspun cotton knitted pillows and throws. With Navette D'or, she developed woven fabrics for benches. With WHEPSA, she developed a collection of handspun knitted dolls and sewn fabric bags.</p>	<p>2. 2-3 professional buyer incentive trips to Senegal (Oct-Nov). These professional buyers will visit the artisan groups listed below to purchase products from interested groups.</p> <p>3. Product development with Tissafric, ACOMA, Navette D'or, Handicraft Justice, Whepsa, and NDEM (Oct-Nov).</p> <p>4. Follow up on the sample orders from the New York International Gift Fair and buyer incentive trips</p>

## FY 2010 ACTIVITY OVERVIEW

### Cotton Artisan Textile Support Program

Activities	Key Achievements	FY 2011 Forecast
<p><b>Natural Dyeing.</b> Support to advanced and entrepreneurial natural dyers. Develop internal capacity for dyeing in the pilot sites, and build on participants' areas of product interest and expertise.</p>	<ul style="list-style-type: none"> <li>• A natural and normal (chemical) dye workshop for the benefit of the artisans at WHEPSA and Ndem. Twenty four artisans benefited from this activity.</li> <li>• The participants learned batik dye processes.</li> <li>• They dyed fabrics and carded cotton.</li> <li>• In Ndem the consultant focused in how to fix the color after dyeing.</li> <li>• In Koungheul the objective was to help girls' great new color and develop a variety of products in order to attract the local market and export.</li> </ul>	
<p><b>Capacity Building for exporting</b></p>	<p>In June 2010 a 1-day training seminar was held in Dakar in collaboration with ASEPEX. Representatives of 20 artisan groups, including ACOMA, Navette D'Or, and Aissa Dione Tissue participated. The seminar topics included Artisan Health and Safety, Textile Trends 2010, and AGOA procedures. Staff from ASEPEX helped lead the AGOA topic during the seminar.</p> <p>In August 2010, PCE sponsored Veronique Sengor from WHEPSA and Sister Andrea from Handcraft Justice in Dakar to participate in ATA's signature Market Readiness Program (MRP) in New York City, USA. The topics covered during the MRP were:</p> <ul style="list-style-type: none"> <li>◆ The State and Scope of the US Market</li> <li>◆ Your Customer and How They Live</li> </ul>	

## FY 2010 ACTIVITY OVERVIEW

### Cotton Artisan Textile Support Program

Activities	Key Achievements	FY 2011 Forecast
	<ul style="list-style-type: none"> <li>◆ Marketing Channels of Distribution</li> <li>◆ Key Players in the Market Place</li> <li>◆ Identifying Your Target Market</li> <li>◆ The Product Development Process</li> <li>◆ Color in Design</li> <li>◆ Green/Sustainability as a Market Trend</li> <li>◆ Costing and Pricing for Profit</li> <li>◆ Marketing Your Product</li> <li>◆ Marketing on the Internet</li> <li>◆ Effective Merchandising</li> <li>◆ Building Strong Buyer Relationships</li> <li>◆ Importing Rules and Regulations</li> <li>◆ Packing for Shipment</li> </ul>	
<b>Equipment Technical Assistance</b>	<p>As ATA provided technical skills throughout the course of the fiscal year, providing them with the equipment to implement the skill was crucial. ATA thus started to build looms and upgrade the spinning wheels for the artisans of WHEPSA and NDEM. To date, ATA provided and upgraded about twelve spinning wheels, built 3 looms from scratch, and provided cotton carders.</p>	

## FY 2010 ACTIVITY OVERVIEW

### Cotton Artisan Textile Support Program

Activities	Key Achievements	FY 2011 Forecast
<p><b>Marketing</b> . Through test sales approach, link Senegalese exporters with high end companies already identified with an organic and eco-focus; identify and approach potential new international buyers for Senegalese products.</p>	<p>In January 2010, Banana Republic placed an order with NDEM of about 200 woven bags for men and women. The total amount for the order was about \$10,000. In August 2010, ATA exposed all products developed from WHEPSA, NDEM, Navette D'Or at the New York International Gift fair. We also included woven scarves from Centre Mere Theresa (Handicreation).</p> <p>Unfortunately, ATA was only able to sell about \$1500 worth of products that belong to NDEM. There was a lot of interest in the Senegalese products; however the products were too expensive compared to the same products one can find in the West African Market.</p> <p>Some of the interested buyers were Charity USA, Elle Dorsche from CREATIVE WOMEN, Leslie Mutterbger from Swahili Imports, Robin Saidmen, and Robin Tucker. Charity USA are interested in transforming the dolls into key chains for WHEPSA, which ATA will be working on this fall. Elle Dorsche and Robin Saidman are scheduled to travel to Senegal for buyer incentive trips. Finally, Leslie is currently in Senegal designing and buying products from NDEM.</p> <p>The following products were sent: Dolls, Hand bags, Hand spun yarn, Pillows, Table runners, Bags and scarves.</p>	

# ANNEX I – PCE SUCCESS STORIES

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

1. Introduction of upland Nerica rice to improve food security and increase producers' income
2. Practice the profession I love, increase my income and reduce maize imports
3. Reaching niche export markets for Sorghum through the promotion of an organic label
4. Increase revenue and improve quality of living thanks to mango crop
5. Capacity Building For Value Chain Actors
6. Facilitating credit access for maize farmers through business contracts
7. Cérégal – A national campaign to promote local cereals

## Introduction of upland Nerica rice to improve food security and increase producers' income



Producers in a Nerica rice field – Vélingara

Crédit : Photo : James Billings USAID/PCE

USAID/PCE has initiated a program for upland Nerica rice production including a soil fertilizer test component in the Kolda region located in the south of Senegal. The program includes both paddy and seed production, and a training program on best farming practices.

The prospects are fabulous for producers. The Nerica varieties grow well upland, thus allowing farmers to significantly increase total rice areas, to cover their household needs and to also have a marketable surplus, which is uncommon in this part of the country.

Mamadou Coulibaly, a lead farmer in Kandia, Vélingara recognizes the benefits of the Nerica rice program: *“Cultivating upland Nerica rice is as easy as planting millet or sorghum. We can use the same equipment, cultivate larger areas, and expect higher yields and surpluses to sell... Our transport and production costs are much lower, than farming irrigated rice in the ANAMBE basin...which is about 20 miles far from here. Last year, I planted 0.25 ha of Nerica rice as a demonstration plot. This year, with USAID/PCE support, I have cultivated 1 ha of commercial Nerica and 1.5 ha of Nerica rice seeds for next year”*

*“Nerica rice culture is an opportunity for producers: it solves food security issue and we can earn more money”*

Mamadou Coulibaly, a lead farmer in Kandia , Vélingara

In 2011 USAID/PCE will scale up the effort in Vélingara and Kolda and extend to Sedhiou, Tamba, Kedougou and Nioro. Overall, 2500 hectares will be planted, thus multiplying the pilot program by more than 35.

## Practice the profession I love, increase my income and reduce maize imports



Crédit Photo : Kamikazz photo

Nimna Diayté in her maize field at Boubou Dème – Kaolack

*"Now I have access to quality seeds, I can increase my income to invest in farm equipment, help my family to have a better quality of living"*

Nimna Diayté, President of Boubou Dème producers' organization

At 35 years old, Mrs SENE Nimna Diayté is the president of the producers' organization from Boubou Dème, the name of her village, in Kaolack region. The organization, created in 2004, is comprised of 22 producers including 17 women.

During years 2008 and 2009, Nimna planted only 4 ha. However, the lack of quality seeds and an insufficient quota of subsidized seeds generated meager yields of 4 tons, an equivalent of 1 ton per hectare. Nimna also gain meager revenues of about 760 000 Fcfa that is to say 380 000 Fcfa per year.

In 2010, with the support of USAID/PCE, the Boubou Dème group led by Nimna received an agricultural credit of 4 635 200 Fcfa from a mutual named Crédit Mutuel du Sénégal (CMS). With this credit, she was able to buy quality seeds and increase the area sown.

Nimna double the hectare sown at 4.5 ha. Her production is estimated at 13 tons (yield 2,9 tons per hectare). She will sell 10 tons to Sodéfitec, a consolidator company. This represents a turnover of 1 250 000 Fcfa. Within one year, Nimna has tripled her revenue.

Nimna said: *"The support of USAID / PCE is considerable. We have signed a futures contract to sell corn, benefited from seed credit, have a seed supplier and receive advisory support. Next year, thanks to this support, I plan to sow on my own 10 hectares of maize and I hope to gain 12 500 000 Fcfa".*

## SUCCESS STORY

### Reaching niche export markets for Sorghum through the promotion of an organic label



Crédit Photo : Aliou Ndiaye USAID / PCE

A quality control visit to an organic sorghum field with the producer, the village coordinator, the consolidator and the client

*"We have improved our productivity; have a surplus for marketing and access to a regular market which is very satisfying for us. It is an unexpected positive outcome for sorghum producers".*

Mamadou Ndiaye, a farmer member of the organic sorghum program

Given the limited market opportunities, sorghum is a marginal activity for many farmers. It is a crop grown mainly for household consumption with yields hovering around 500 kg / hectare.

In 2010, USAID/PCE seized an opportunity to partner with the Norwegian group FKRA, to link Senegalese sorghum farmers to the growing international market for organic animal feed. FKRA is a cooperative with 8,000 members specialized in animal feed that has begun to import raw material from West Africa.

This year's pilot program engaged 250 producers around the peanut basin (the center of the country) for the production of organic sorghum. USAID/PCE organized village coordinators to supervise the program and a consolidator to handle the collection of production.

To meet FKRA requirements, USAID/PCE worked with farmers to establish an internal control system of traceability. This resulted in obtaining a certificate Ecocert BIO-SN-602 that meets European Union standards. These farmers have sown 367 ha with a marketing objective of 300 tons for a turnover of 42 million Fcfa.

Prospects for 2013 are to produce 10,000 tons with 5,000 farmers for a total estimated turnover of 1,8 billion Fcfa (over 3.5 million USD).

Mamadou Ndiaye, a farmer based in Tchikeut in Kaolack said: *"Until now, we produced sorghum for feed. With support from USAID / PCE, we have access to market and we can increase our revenue. With this money we can buy fertilizer and farm equipment; buy some cows to be fed with sorghums stems and raise chickens for sale. Also for our children, we can buy books and school supplies".*

## SUCCESS STORY

### Mango processing partnership increases cooperative member revenues and investments

**Assured of a market, mango producers live better - resulting in more revenue**



Mango jam produced by Zena Exotic Fruits

*"We have a steady income which allows us to invest in fertilizers and prepare for the next season. Also with money left we can satisfy our needs such as buy rice for family consumption, build or expand our homes. Moreover, we can open neighborhood shops or buy cows that we can resell".*

Amadou Diakhaté, President of Cooprofel

In 1998, Zouheir and Randa Filfili created Zena Exotic Fruits, a senegalese SME company specializing in processing and packaging of more than 14 local fruits including mango, custard apple, melon, hibiscus, guava and more. Zena Exotic Fruits employs 15 permanent and 30 seasonal staff.

Jams and syrups made by Zena Exotic Fruits are for local, regional and international markets. To meet orders from customers, Zena Exotic Fruits needs quality and quantity raw materials.

USAID/PCE teamed up with Zena Exotic Fruits in 2009 to establish a partnership with Cooprofel, a fruit growers' cooperative near Thies at Keur Mbir Ndao. The partnership, exclusively for mango, benefits over 400 Cooprofel members.

In April 2010, Cooprofel signed a partnership with Zena Exotic Fruits for the supply of 6 tons of mangoes a year. This volume could be increased over 30% since Zena Exotic Fruits is planning to expand its processing unit by the beginning of 2011.

Amadou Diakhate, Cooprofel president explains: "We are pleased we have a stable market for our mango production thanks to the partnership with Zena Exotic Fruits."

Zouheir Filfili, Zena Exotic Fruit Director adds: "In the food sector we need good quality products on time and in large quantities. It is necessary if we want to succeed in a very competitive environment. Thanks to the partnership with USAID/PCE and Cooprofel we now have a reliable and organized network of producers".

# CAPACITY BUILDING FOR VALUE CHAIN ACTORS



Development of a Master in value chain at Ensa schools – Thiès  
Credit: Abdou Guèye USAID/PCE

Capacity-building has been identified as a critical need to address to develop a value chain. Capacity is perceived as a concept that includes all factors required for a category of actors to take advantage of the environmental opportunities. USAID/PCE capacity building component focuses essentially on training and reinforcing professional skills of value chain actors.

To make people adopt the value chain approach, USAID/PCE capacity building developed many methods such as: the training of trainers, training of agriculture sector support structures, and the development of a Master at ENSA national agriculture school based in Thiès and the creation of a national network of champions on the approach composed of seven structures.

Thanks to this approach, one of four directions of the agricultural and rural training national policy is about to be realized: the implementation of different levels of the training from managers in design to the producers and technicians.

## Applied Research

Applied research activities enable significant advances such as:

- Identification of USAID/PCE partners issues so as to find solutions;
- Mobilization of three national agricultural training schools (Ensa, Enea and the Higher Institute of Agricultural and Rural Training at Bambey) and nine (9) institutions;
- Support of twenty (20) students for their memories;
- Meet the specific needs expressed by our partners;
- Production of analysis which can improve the performance of targeted partners;
- Capacity building in applied research among young people.



Training of trainers on value chain approach – Thiès  
Credit: Abdou Guèye USAID/PCE

# CREDIT FACILITATION FOR MAIZE FARMERS THROUGH BUSINESS CONTRACTS

Financial services for rural populations are not well developed due in part to the systemic risks tied to the agriculture sector as well as the high operational costs that financial institutions face. In addition, the existing financial products are not adapted to the real needs of producers and other stakeholders in agriculture value chains. The USAID/PCE Capital Access component is responding to this dilemma with innovative and pragmatic approaches to facilitate the expansion of financial services to the rural populations.

Maize is the second largest agricultural import in Senegal. One of USAID/PCE's priorities is to supplant imported corn with local production. Capital Access, in partnership with the maize value chain staff, facilitated pre-season contracts among value-chain partners including producers, middle-men, and distributors. These contracts allowed CMS (Crédit Mutuel du Sénégal), the largest cooperative lending and savings institution in Senegal, to increase the average maize producer loan size from 250,000 Fcfa to 2,100,000 Fcfa. Overall, the contract-based credit program resulted in more than 450 farmers receiving 106 million Fcfa in seasonal loans.



**USAID**  
FROM THE AMERICAN PEOPLE

PROJET CROISSANCE ECONOMIQUE

## SUCCESS STORY

### CEREGAL - A NATIONAL CAMPAIGN TO PROMOTE LOCAL CEREALS



A view of La Place du Souvenir on launch



A view of official presidium



A partner showing her products

Recent years have seen a trend toward consumption of imported rice and other grains that make up the Senegalese diet. The *Cérégál* campaign seeks to reverse this trend by raising consumer awareness about the availability of quality and affordable local cereals, to increase sales and compete against imports. The campaign is a partnership involving USAID/PCE, private companies, local NGOs, government and international organisms who share the goal of promoting local grain consumption.

The partners include the Senegalese Standards Association (ASN); Les Mamelles Jaboot; La Vivrière; La Maison du Consommateur Sénégalais, Panale/Oxfam; Pinord; the National Bakers Federation (FNBS); World Food Program; Enda Graf and the Food Technology Institute (ITA).

The campaign launched in June at La Place du Souvenir and took off quickly with a series of highly-visible initiatives focused on urban women and youth. This included door-to-door campaigning across Dakar and the suburbs that reached 9,900 homes. A billboard campaign combined with radio spots ensured that the message reached most Dakarais. Meanwhile, local animators organized festive “happenings” in over 14 neighbourhoods to reach housewives and discuss ways to prepare dishes using local cereals.

Looking forward, the goal of the *Cérégál* campaign is to continually expand the number of partners and to ensure that the *Cérégál* logo and name emerges as a “quality label” (not a commercial brand) that can benefit producers, processors, wholesalers and retailers through increased sales and income.

U.S. Agency for International Development  
[www.usaid.gov](http://www.usaid.gov)



Walking Boardmen



Door to door campaign



Market roadshow

Billboard campaign

## ANNEX 2 – PCE INDICATOR TABLES

The PCE indicator framework combines measures foreseen under both Task Order 1 and 5 as well as additional standard Feed-the-Future indicators that USAID/Senegal requested the PCE to also collect.

The results cover only the FY 2010 fiscal year. It is important to note that this year marks a transition to a more comprehensive effort to collect farm-level and producer association-level data on production, sales and inputs, among other information points. Thus values shown here reflect **farmgate** values rather than end-consumer or FOB prices. The “Comments” column includes observations on those indicators that were more than 10% more or less than the target values set before the Fiscal Year began.

INDICATORS		BASELINE (FY 2009)	RESULTS (FY 2010)	TARGETS	% ACHIEVED	COMMENTS
1	<i>Number of agriculture-related firms benefiting directly from USG supported interventions</i>	3,486	20,420	14,300	<b>143%</b>	target exceeded due mainly to a large outreach training in maize post-harvest and storage techniques
2	<i>Number of producer's organizations, water users associations, trade and business associations, and community based organizations (CBOs) receiving USAID assistance</i>	0	698	399	<b>175%</b>	target exceeded due mainly to a large outreach training program for the Maize & millet VC
3	<i>Number of public-private partnerships formed as a result of USG assistance</i>	0	4	5	<b>80%</b>	
4	<i>Numbers of business-to-business partnerships developed</i>	0	21	17	<b>124%</b>	target exceeded due mainly of the seed multiplication program with Feprodes
5	<b><i>Gross margin per hectare/animal for commodities targeted by USG assistance</i></b>					
	<b>Mango</b>					The results below targets are mainly

INDICATORS		BASELINE (FY 2009)	RESULTS (FY 2010)	TARGETS	% ACHIEVED	COMMENTS
	- Area (Ha)	463	470	500		due to extraordinary temperature fluctuations during the flowering period. This led to a significant drop in production and commercial volumes.
	- Production (kg)	531,889	453,833	10,000,000		
	- Quantity sold (kg)	493,681	413,532	5,000,000		
	- Value of sales (FCFA)	121,823,505	101,138,718	625,000,000		
	- Purchased input cost (FCFA)	9,292,343	9,810,357	50,000,000		
	<b>GM</b>	<b>263,427</b>	<b>215,126</b>	2,400,000	<b>9%</b>	
	<b>Hibiscus</b>					The results below target mainly due to a shift in project strategy towards improved seed production in partnership with private sector. The area and production figures necessarily dropped as a result of the strategic shift.
	- Area (Ha)	317	237	400		
	- Production (kg)	48,610	37,267	100,000		
	- Quantity sold (kg)	43,577	20,380	80,000		
	- Value of sales (FCFA)	20,703,015	13,154,525	40,000,000		
	- Purchased input cost (FCFA)	8,285,361	6,213,346	400,000		
	<b>GM</b>	<b>46,757</b>	<b>75,304</b>	124,000	<b>61%</b>	
	<b>Maize</b>					Overall results are on line with the targets. It is important to note that the planted area have largely exceeded the targets, but with lower yield than expected
	- Area (Ha)	1,196	968	450		
	- Production (kg)	872,829	1,120,296	750,000		
	- Quantity sold (kg)	648,355	541,239	250,000		
	- Value of sales (FCFA)	102,343,875	78,479,655	27,500,000		
	- Purchased input cost (FCFA)	39,490,724	59,826,644	28,800,000		
	<b>GM</b>	<b>82,180</b>	<b>105,998</b>	119,333	<b>89%</b>	
	<b>Cashew</b>					Results have largely exceeded targets because PCE worked with a greater number of producers than planned through its outreach training program
	- Area (Ha)	5,437	5,597	500		
	- Production (kg)	2,735,134	2,211,492	150,000		
	- Quantity sold (kg)	2,602,048	2,126,724	142,500		
	- Value of sales (FCFA)	659,925,018	844,517,743	32,062,500		
	- Purchased input cost (FCFA)	79,894,460	82,183,136	100,000		
	<b>GM</b>	<b>112,895</b>	<b>142,229</b>	67,300	<b>211%</b>	
	<b>Millet</b>					Results have largely exceeded targets because PCE worked with a greater number of producers than planned through its outreach
	- Area (Ha)	244	332	70		
	- Production (kg)	239,415	346,983	59,500		

INDICATORS		BASELINE (FY 2009)	RESULTS (FY 2010)	TARGETS	% ACHIEVED	COMMENTS
	- Quantity sold (kg)	128,985	199,755	20,825		training program on conservation farming and fight control techniques against striga .
	- Value of sales (FCFA)	20,859,450	31,979,910	3,332,000		
	- Purchased input cost (FCFA)	25,525,750	38,391,688	6,181,000		
	<b>MB</b>	<b>54,100</b>	<b>51,683</b>	<b>47,700</b>	<b>108%</b>	
	<b>Rice (Riz irrigué)</b>					Results exceeded targets because PCE worked with a greater number of producers than planned and yield have been better than targeted.
	- Area (Ha)	3,718	3,926	170		
	- Production (kg)	19,529,598	25,570,038	969,000		
	- Quantity sold (kg)	16,600,158	21,734,532	823,650		
	- Value of sales (FCFA)	2,130,630,340	2,789,627,221	90,601,500		
	- Purchased input cost (FCFA)	1,661,305,194	1,919,099,468	68,000,000		
	<b>MB</b>	<b>227,341</b>	<b>347,126</b>	<b>227,000</b>	<b>153%</b>	
	<b>Sesame</b>					Even though the selling price have been good (366 FCFA/Kg), the growth margin has been affected by smaller yield and higher input costs than targeted
	- Area (Ha)	2,101	2,076	250		
	- Production (kg)	539,957	519,000	75,000		
	- Quantity sold (kg)	502,160	508,620	71,250		
	- Value of sales (FCFA)	146,630,723	186,154,920	21,375,000		
	- Purchased input cost (FCFA)	48,281,792	60,789,677	3,750,000		
	<b>MB</b>	<b>52,064</b>	<b>62,218</b>	<b>75,000</b>	<b>83%</b>	
	<b>Livestock &amp; Poultry (Viande blanche)</b>					The gross margin is above target due to a better selling price per Kg and lower input costs per Kg than targeted. PCE also worked with a greater number of producers than forecast
	- Number of animals	118,166	136,053	33,000		
	- Production (Kgs)	122,201	147,893	50,100		
	- Quantity sold (kgs)	114,942	139,220	48,096		
	- Value of sales (FCFA)	176,206,500	208,928,540	65,676,096		
	- Purchased input cost (FCFA)	140,286,805	152,182,319	51,000,000		
	<b>MB(CFA/ha)</b>	<b>385</b>	<b>472</b>	<b>348</b>	<b>136%</b>	
	<b>Dairy</b>					The good performance of the dairy VC is due to the results of the contractualized partnership between Pastagri and Siagro which generated higher sales and a better unit price
	- Number of milking animals		74	60		
	- Production (litres)		133,455	120,000		
	- Quantity sold (litres)		124,255	100,000		
	- Value of sales (FCFA)		59,364,715	40,000,000		
	- Purchased input cost (FCFA)		40,000,000	37,200,000		

INDICATORS		BASELINE (FY 2009)	RESULTS (FY 2010)	TARGETS	% ACHIEVED	COMMENTS
	<b>MB (CFA/litre)</b>		<b>178</b>	90	<b>198%</b>	
6	<i>Percent change in value of purchases from smallholders of targeted commodities as a result of USG assistance</i>	VALUE IN CFA				
	<b>Mango</b>	<b>121,823,505</b>	-17%	3%	<b>-566%</b>	Please refer to comments on indicator #5 for clarification on variances between the FY targets and actual results
	<b>Hibiscus</b>	<b>20,703,015</b>	-36%	5%	<b>-729%</b>	
	<b>Cashew</b>	<b>659,925,018</b>	28%	5%	<b>559%</b>	
	<b>Maize</b>	<b>102,343,875</b>	-23%	5%	<b>-466%</b>	
	<b>Millet</b>	<b>20,859,450</b>	53%	25%	<b>213%</b>	
	<b>Rice</b>	<b>2,130,630,340</b>	31%	40%	<b>77%</b>	
	<b>Sesame</b>	<b>146,630,723</b>	27%	5%	<b>539%</b>	
	<b>Livestock &amp; Poultry</b>	<b>176,206,500</b>	19%	3%	<b>619%</b>	
7	<i>Volume and value of purchases from smallholders of agricultural commodities targetted by USG assistance</i>					
	<b>Mango</b>					Please refer to comments on indicator #5 for clarification on variances between the FY targets and actual results
	- Volume (kg)	493,681	413,532	5,000,000	<b>8%</b>	
	- Value (FCFA)	121,823,505	101,138,718	625,000,000	<b>16%</b>	
	<b>Hibiscus</b>					
	- Volume (kg)	43,577	20,380	80,000	<b>25%</b>	
	- Value (FCFA)	20,703,015	13,154,525	40,000,000	<b>33%</b>	
	<b>Cashew</b>					
	- Volume (kg)	2,602,048	2,126,724	142,500	<b>1492%</b>	
	- Value (FCFA)	659,925,018	844,517,743	32,062,500	<b>2634%</b>	
	<b>Maize</b>					
	- Volume (kg)	648,355	541,239	250,000	<b>216%</b>	
	- Value (FCFA)	102,343,875	78,479,655	27,500,000	<b>285%</b>	
	<b>Millet</b>					
	- Volume (kg)	128,985	199,755	20,825	<b>959%</b>	
	- Value (FCFA)	20,859,450	31,979,910	3,332,000	<b>960%</b>	
	<b>Rice irr</b>					
	- Volume (kg)	16,600,158	21,734,532	823,650	<b>2639%</b>	

INDICATORS		BASELINE (FY 2009)	RESULTS (FY 2010)	TARGETS	% ACHIEVED	COMMENTS
	- Value (FCFA)	2,130,630,340	2,789,627,221	90,601,500	<b>3079%</b>	
	<b>Sesame</b>					
	- Volume (kg)	502,160	508,620	71,250	<b>714%</b>	
	- Value (FCFA)	146,630,723	186,154,920	21,375,000	<b>871%</b>	
	<b>Livestock &amp; Poultry</b>					
	- Volume (kg)	114,942	139,220	48,096	<b>289%</b>	
	- Value (FCFA)	176,206,500	208,928,540	65,676,096	<b>318%</b>	
	<b>Dairy</b>					
	- Volume (kg)	0	124,255	100,000	<b>124%</b>	
	- Value (FCFA)	0	59,364,715	40,000,000	<b>148%</b>	
8	Volume and value of <u>exports</u> of agricultural commodities targetted by USG assistance					
	<b>Cashew</b>					For cashew and sesame, prices improved significantly over the baseline and target values and PCE worked with a much larger number of producers than targetted.  For hibiscus, PCE shifted its focus to improving the hibiscus seed supply and targetted the growing opportunity for sales to local firms.  For mango, despite a 15% price increase, total production by partner smallholders fell by over 90% due primarily to unfavorable temperatures for flowering.
	- Volume (kg)	2,341,843	1,914,052	142,500	<b>1343%</b>	
	- Value (FCFA)	851,845,487	835,483,609	55,290,000	<b>1511%</b>	
	<b>Mango</b>					
	- Volume (kg)	148,104	124,060	500,000	<b>24.81%</b>	
	- Value (FCFA)	35,915,323	39,109,803	121,250,000	<b>32.26%</b>	
	<b>Hibiscus</b>					
	- Volume (kg)			28,000	<b>0%</b>	
	- Value (FCFA)			14,000,000	<b>0%</b>	
	<b>Sesame</b>					
	- Volume (kg)	451,944	457,758	71,250	<b>642%</b>	
	- Value (FCFA)	113,980,279	222,012,630	22,461,563	<b>988%</b>	
9	Number of "full-time" jobs created by USAID-assisted firms	2,714	2,695	279	<b>966%</b>	the greater increase is due to job creation in cashew and maize on harvest & post-harvest labor

INDICATORS		BASELINE (FY 2009)	RESULTS (FY 2010)	TARGETS	% ACHIEVED	COMMENTS
10	<i>Amount of incremental investments in supported sub-sectors under USAID technical assistance</i>	612,538,915	446,042,282	177,624,000	<b>251%</b>	Greater investment performance due mainly to the cashew, maize and poultry VCs
11	<i>Dollar ratio of USAID investment to new sales by firms benefiting from USAID assistance</i>	1 to15,01	1 to 1,04	1 to 2		The dollar ratio indicator measurement has changed. Previous calculations looked at new sales at fob prices. The indicator now measures annual increase in farmgate sales
12	<i>Percentage increase in quantity of agricultural and animal products <u>transformed (processed)</u> by firms receiving assistance from USAID</i>					
	<b>Banana</b>		0	0		
	<b>Cashew</b>		0	0		
	<b>Mango</b>		0	0		
	<b>Hibiscus</b>		0	0		
	<b>Maize</b>	4,584	347%	0	<b>6940%</b>	due to PCE support to bakery and restaurants using fine maize flour
	<b>Fonio</b>			0		
	<b>Millet</b>	143,077	100%	0	<b>2000%</b>	due to excellent performances of PCE partners, in particular Free Work Service and Oumou Mountaga Tall
	<b>Rice</b>		0	0	<b>0%</b>	
	<b>Sesame</b>		0	0		
	<b>Sorghum</b>		0	0		
	<b>Livestock &amp; Poultry</b>		0	0	<b>0%</b>	
	<b>Dairy</b>		0	0		
13	<i>Percent change in value of international exports of targeted agricultural commodities as a result of USG assistance</i>		0	0	<b>0%</b>	

INDICATORS		BASELINE (FY 2009)	RESULTS (FY 2010)	TARGETS	% ACHIEVED	COMMENTS
14	<i>Percent change in value of <u>intra-regional exports</u> of targeted agricultural commodities as a result of USG assistance</i>		58%	3 to 5%		For the cashew and sesame VCs, the surveys capture greater intra-regional export as some of the farmers know that their product will be exported via the Gambia, but they do not necessarily know the final destination of the product. Value has also been positively affected by higher selling price
15	<i>Number of new technologies or management practices <u>under research</u> as a result of USG assistance</i>		10	6	<b>167%</b>	10 management practices researched by the ENEA and ENA students
16	<i>Number of new technologies or management practices <u>under field testing</u> as a result of USG assistance</i>		10	5	<b>200%</b>	6 maize hybrid varieties, 3 fight control techniques against striga, and organic production for sorghum
17	<i>Number of new technologies or management practices <u>made available for transfer</u> as a result of USG assistance</i>		9	10	<b>90%</b>	Introduction of the nerica variety, cashew grafting technique, conservation farming techniques for millet VC, harvest - post-harvest techniques in maize & bissap, and processing techniques in maize
18	<i>Number of farmers, processors, and others who have adopted new technologies or management practices as a result of USG assistance</i>		4,338	3,165	<b>137%</b>	Mainly due to the adoption of maize harvest - post-harvest & conservation techniques
19	<i>Volume of produce processed (with new processing techniques)</i>		379,324	230,009	<b>165%</b>	Mainly due to the introduction and adoption of maize fine flour processing technique
20	<i>Additional area under new technology</i>	0	74	75	<b>99%</b>	
21	<i>Number of processors, smallholder farmers/producer organizations, <u>processors and others trained in new technologies for transfer/adoption</u></i>	0	12,564	8,675	<b>145%</b>	Mainly due to the introduction of maize harvest - post-harvest & conservation techniques

INDICATORS		BASELINE (FY 2009)	RESULTS (FY 2010)	TARGETS	% ACHIEVED	COMMENTS
22	Number of institution/organization assessments <u>presented for consultation</u> as a result of USG assistance	0	34	33	<b>103%</b>	
23	Number of institutions / organizations undertaking capacity / competency <u>strengthening</u> as a result of USG assistance	0	128	23	<b>557%</b>	
24	Number of institutions /organizations <u>mature / viable</u> in the competency areas <u>strengthened</u> as a result of USG assistance	0	0	11	<b>0%</b>	
25	Number of institutions with improved <u>Management Information Systems</u> as a result of USG assistance	0	0	5	<b>0%</b>	
26	Number of individuals who have received <u>short term agricultural enabling environment</u> training as a result of USG assistance	0	213	150	<b>142%</b>	The final definition of agricultural enabling environment is broader than the one applied in establishing the FY 2010 targets
27	Number of individuals who have received <u>long term agricultural enabling environment</u> training as a result of USG assistance	0	0	0		
28	Number of individuals who have received <u>short-term agricultural sector productivity</u> training as a result of USG assistance	3,279	20,143	12,590	<b>160%</b>	Mainly due to training on maize harvest - post-harvest & conservation techniques
29	Number of individuals who have received <u>long-term agricultural sector productivity</u> training as a result of USG assistance	0	0	4	<b>0%</b>	
30	Number of capacity building and training for public sector agencies and private sector groups conducted		24	12	<b>200%</b>	The results exceeded targets because of the decision to decentralize workshops in response to very high demand
31	Amount of Private Financing Mobilized with a DCA Guarantee	0	1,203,258,920	0		

INDICATORS		BASELINE (FY 2009)	RESULTS (FY 2010)	TARGETS	% ACHIEVED	COMMENTS
32	<i>Value of credit to targeted beneficiaries (FCFA)</i>	0	115,309,180	100,000,000	<b>115%</b>	due to loans to maize producers and contractualization between Avisen - sodefitex and producers
	<b>Producers</b>	0	<b>115,309,180</b>			
	<b>New</b>	0	115,309,180			
	- Male	0	112,295,630			
	- Female	0	3,013,550			
	<i>Number of persons in selected sub-sectors receiving loans from banks or MFIs</i>	0	<b>474</b>	300	<b>158%</b>	loans to maize producers with CMS, ACEP and CNCAS
	<b>From Banks</b>	0	11			
	<i>Male</i>	0	11			
	<i>Female</i>	0	0			
	<b>From IMFS</b>	0	463			
	<i>Male</i>	0	440			
	<i>Female</i>	0	23			
33	<i>Number of trainings of IMF, bank personnel related to agricultural lending increased</i>	0	1	6	<b>17%</b>	training on warehouse receipt system
34	<i>Feasibility study for a warehouse receipt program completed</i>	0	1	1	<b>100%</b>	
35	<i>Number of analyses and studies on infrastructure constraints conducted</i>	0	12	20	<b>60%</b>	
36	<i>Number of public-private consultations to discuss investment priorities organized</i>	0	1	1	<b>100%</b>	
37	<i>Amount of public and private investment in infrastructure promoted through program assistance increased</i>	0	110,000,000	150,000,000	<b>73%</b>	

INDICATORS		BASELINE (FY 2009)	RESULTS (FY 2010)	TARGETS	% ACHIEVED	COMMENTS
38	<i>Number of policies/regulations/ administrative procedures <u>analyzed</u> as a result of USG assistance</i>	0	10	5	<b>200%</b>	This number reflects the consultations and action items generated from the AgClir 1-day restitution workshop which generated recommendations for 10 distinct Doing Business subject areas
39	<i>Number of policy reforms / regulations / administrative procedures <u>drafted and presented for public / stakeholder consultation</u> as a result of USG assistance</i>	0	0	0		
40	<i>Number of policy reforms/ regulations/ administrative procedures <u>presented for legislation/decrees</u> as a result of USG assistance</i>	0	0	0		
41	<i>Number of policy reforms/ regulations/ administrative procedures prepared with USG assistance <u>passed/approved</u></i>	0	0	0		
42	<i>Number of farmers, farmer associations, and agribusiness firms receiving training in policy advocacy techniques increased</i>	0	0	0		
43	<i>Number of public-private dialogue mechanisms utilized as a result of USG assistance</i>	0	1	1	<b>100%</b>	
44	<i>Number of targeted <u>enterprises</u> accessing business development services (BDS) through USG assistance</i>	0	20,420	11,027	<b>185%</b>	
45	<i>Quantity of foundation seed produced</i>	0	0	0		
46	<i>Quantity of <u>certified</u> seeds multiplied by the public and private sectors receiving support of USAID</i>	0	533	400	<b>133%</b>	
47	<i>Quantity of improved seed multiplied by the public and private sectors receiving the support of USAID</i>	0	28	0		

INDICATORS		BASELINE (FY 2009)	RESULTS (FY 2010)	TARGETS	% ACHIEVED	COMMENTS
48	<i>Number of private sector firms and producer organizations receiving training in quality control techniques, packaging, and other areas of food quality improvement increased</i>	0	73	6	<b>1217%</b>	HACCP training in poultry VC
49	<i>Number of additional surveillance and/or control systems in place for agricultural threats (biological and environmental) as a result of USG assistance</i>	0	0	0		
50	<i>Number of regional trading partnerships and alliances formed</i>	0	0	0		
51	<i>Number of regional trade venues organized</i>	0	2	1	<b>200%</b>	PCE organized two venues/dialogues about regional trade between Senegal and Mali
52	<i>Number of specific constraints identified and action plans for their resolution developed</i>	0	0	0		
53	<i>Number of value-chain analyses completed</i>	1	6	6	<b>100%</b>	
54	<i>Number of participants in USG-supported trade and investment capacity building training</i>	3,447	20,592	10,580	<b>195%</b>	Mainly due to training on maize harvest - post-harvest & conservation techniques
55	<i>Number of firms receiving capacity building assistance to export</i>	2,843	5,064	1,831	<b>277%</b>	mainly due to cashew large outreach training on raw nut quality
56	<i>Number of USG-supported training events on topics related to investment capacity building and improving trade</i>	148	794	506	<b>157%</b>	Mainly due to training on maize harvest - post-harvest & conservation techniques
57	<i>Number of trade and investment capacity building diagnoses conducted</i>		21	15	<b>140%</b>	
58	<i>Number of firms receiving USG-supported assistance to improve their management practices</i>		46	165	<b>28%</b>	

INDICATORS		BASELINE (FY 2009)	RESULTS (FY 2010)	TARGETS	% ACHIEVED	COMMENTS
<b>TO1 Indicators (all indicators below <u>except</u> for AGOA and non-AGOA exports, report values that are subsets of TO5 indicators)</b>						
59	<i>Number of value chain analysis completed</i>		0	1	<b>0%</b>	
60	<i>Number of beneficiaries from project support to selected sub-sectors</i>		4750	2,500	<b>190%</b>	mainly due to cashew large outreach training on raw nut quality
61	<i>Number of Participants in USAID-supported trade and investment capacity building training sessions</i>		5176	2,700	<b>192%</b>	
62	<i>Number of USAID-supported training events on topics related to investment capacity building and improving trade</i>		234	50	<b>468%</b>	
63	<i>Number of Individuals who have received USAID-supported short-term agricultural sector productivity training</i>		5072	2,100	<b>242%</b>	
64	<i>Number of entities benefiting from USAID technical assistance</i>		4750	2,200	<b>216%</b>	
65	<i>Number of firms receiving USAID-supported assistance to improve their management practices</i>		0	250	<b>0%</b>	
66	<i>Number of agriculture related firms benefiting directly from USAID-supported interventions</i>		4750	2,200	<b>216%</b>	mainly due to cashew large outreach training on raw nut quality
67	<i>Number of firms receiving capacity building assistance to export</i>		5064	2,200	<b>230%</b>	
68	<i>Number of producers' organizations , and trade and business associations receiving USAID assistance</i>		166	35	<b>474%</b>	
69	<i>Number of women's organizations/associations assisted as a result of USAID's interventions</i>		23	30	<b>77%</b>	

INDICATORS		BASELINE (FY 2009)	RESULTS (FY 2010)	TARGETS	% ACHIEVED	COMMENTS
70	<i>Dollar ratio of USAID investment to new sales by firms benefiting from USAID assistance</i>	15.01	2.14	6	<b>36%</b>	
71	<i>Percentage increase of exports by companies benefiting from USAID assistance, using AGOA authorities and advantages</i>		0	9%	<b>0%</b>	Through the survey, we haven't recorded any exports, using AGOA, from the assisted firms
72	<i>Increase value of non-AGOA exports by companies benefiting from USAID assistance (USD)</i>		127,238	1,600,000	<b>8%</b>	the surveys didn't capture the real performance on export as farmers sell on farm-site and may not know the final destination of the product
73	<i>Amount (FCFA) of incremental investments in supported sub-sectors under USAID technical assistance</i>		271,796,910	240,000,000	<b>113%</b>	
74	<i>Total annual value (USD) of sales of USAID assisted firms</i>		2,289,932	15,500,000	<b>15%</b>	
75	<i>Number of "full-time" jobs created by USAID-assisted firms</i>		1,109	1,100	<b>101%</b>	

## ANNEX 3 – PCE TRAINING ACTIVITY LIST

Composante	Thème	Lieu	Partenaire/Prestataire	Période	Nombre de Participants			Nombre de structure	Nombre de sessions
					Male	Female	Total		
Capacity Building	Méthodologie d'analyse des chaînes de valeur agro-alimentaires	Dakar-Saly-Thiès	(Gierrca-MSU)	Quarter 0-1-3	108	21	129	31	5
Capacity Building	Livestock/Herd Management (Gestion des systèmes pastoraux)	Madison/Dallas	(USDA)	Quarter 1	5	0	5	5	1
Capacity Building	Développement organisationnel & gouvernance associative	Kaolack-Kolda-St Louis	(AIDF)- ENEA	Quarter 0 - 1-3	119	45	164	58	4
Capacity Building	Management & Développement des PME Agro-alimentaires	Dakar, St Louis, Ndoum, Kaolack	(ISADE)	Quarter 2-3	109	48	157	56	4
Value Chain Maize	Technique d'incorporation du maïs dans boulangerie	Tamba-kaolack	SODEFITEX/BAMTAARE	Quarter 1	35	1	36	15	2
Value Chain Maize	Technique d'incorporation du maïs dans la restauration	Tamba-kolda-kaolack	SODEFITEX/BAMTAARE	Quarter 1	2	41	43	31	3
Value Chain Maize	Stockage et conservation du maïs	Kolda-Kédougou-Tamba - Kaolack	SODEFITEX/BAMTAARE	Quarter 1	9,732	2,423	12,155	114	406
Value Chain Maize	Technique de production de semence de maïs	Kaolack Tamba	ASPRODEB-Bamtaare	Quarter 3	116	0	116		3
Value Chain Rize	Itineraire technique riz de production du riz de qualite -	Richard Toll-Nianga	GIE malal yero-GIE SP1	Quarter 2	38	10	48	3	2

Composante	Thème	Lieu	Partenaire/Prestataire	Période	Nombre de Participants			Nombre de structure	Nombre de sessions
					Male	Female	Total		
Value Chain Rize	Itineraire technique riz de production du riz de qualite -	Nianga - Dpt Podor	GIE Ngora Fanaye SP1	Quarter 3	30	3	33		1
Value Chain Rize	Technique de production de riz nerica	Médina Afia	ANCAR Kolda	Quarter 2	94	9	103	3	5
Value Chain Rize	Conservation farming	Nganda - kafrine	Green	Quarter 3	38		38		1
Value Chain Rize	Conservation farming	Thiare	Green	Quarter 4	39	1	40		1
Value Chain Rize	Systeme semencier communautaire	Ziguinchor-kolda	GRDR	Quarter 1	72	3	75		2
Value Chain Mil&sorgo	Techniques de Conservation Farming	Zone centre	Gren	Quarter 0-2-3	309	12	321	40	20
Value Chain Mil&sorgo	Techniques de lutte contre striga	Bambey	ISRA	Quarter 2-3	719	193	912	76	47
Value Chain Mil&sorgo	Technique de production de sorgho bio	Thiare	Green	Quarter 2-3					
Value Chain Seed	Systeme semencier communautaire	Kolda	MSU	Quarter 3	38		38		1
Value Chain Mil&sorgo	Technique de production de semence de mil & sorgho	Green/ISRA	Quarter 3	Quarter 3	0	0		1	1
Value Chain Dairy	Bonne pratique d'hygiène	kolda	UTL Bilaame	Quarter 4	188	25	213	39	7
Value Chain Poultry	Formation HACCP et gestion commercial	Dakar	UNAFA	Quarter 3	11	23	34	9	4
Value Chain Poultry	BP gestion economique d'elevage volaille traditionnelle	Kaolack	FEGERAS	Quarter 3		50	50	15	2

Composante	Thème	Lieu	Partenaire/Prestataire	Période	Nombre de Participants			Nombre de structure	Nombre de sessions
					Male	Female	Total		
Value Chain Poultry	Tecniques de production, de decoupe, emballage, commercialisation et HACCP	St Louis	AASL	Quarter 4	17	22	39	1	5
Value Chain Poultry	Techniques decoupe de la volaille	Kaolack	CAK	Quarter 3	18	3	21	1	1
Value Chain Livestock	Gestion commerciale et marketing	St Louis	AASL	Quarter 4	16	1	17	1	1
Value Chain Livestock	Phyto, recolte, sechage et conservaton de la fourrage de niebe	kaolack	Ramsef	Quarter 4	43	7	50	5	5
Value Chain Livestock	Technique embouche bovine et BPA et utilisation du niebe et sorgho dans l'alimentation des animaux	kaolack	AGROPOV	Quarter 4	18	2	20	15	2
Value Chain Hibiscus	Bonnes pratiques culturales et techniques recolte et post-recolte	Tambacounda-kaolack	Bamtaare	Quarter 3	215	482	697	0	50
Chain de valeur Cashew	Pre-curing	Simbandi Balante	FODDE	Quarter 3	15	12	27	0	3
Chain de valeur Cashew	Technique de greffage	Sédhiou	FODDE	Quarter 4	17	9	26	0	1
Chain de valeur Cashew	Amélioration de la qualité	Passy-Kolda-Ziguinchor-	FPAP-FODDE- Ajack Lukkal		2,434	1,062	3,496	46	136
Value Chain sésame	Bonnes Pratiques techniques de recolte et post-recolte	Kolda	FODDE	Quarter 2	402	106	508	0	16

Composante	Thème	Lieu	Partenaire/Prestataire	Période	Nombre de Participants			Nombre de structure	Nombre de sessions
					Male	Female	Total		
Value Chain Mango	Techniques de récolte des mangues	Keur Mbir Ndao	(PCE, Dabo)	Quarter 0	10	0	10	1	1
M&E	Suivi Evaluation et schéma de collecte et de transmission des données	Kaolack - Tamba- kolda-Fanaye-Saint louis	PCE	Quarter 2	81	2	83	8	8
M&E	Techniques d'enquêtes	Kolda-kaolack	2SI	Quarter 4	59	15	74	1	3
M&E	Système de suivi informatisé du PCE	St -Louis - Kaolack-Tamba	2SI	Quarter 4	19	1	20	1	3
Policy, Trade&communication	Opérations des enquêtes agricoles	Dakar et régions	DAPS - SYSCOM	Quarter 1 -4	337	16	353	1	49
Artisanal textiles	Spinning with a metal wheel	Ndem	ATA – Docey Lewis	Quarter 2	0	2	2	1	2
Artisanal textiles	Fixing the natural pigment and diagnostic of chemical dye process	Ndem	ATA – Aby Ba Seck	Quarter 3	0	10	10	1	2
Artisanal textiles	Natural and chemical dyeing	Kaolack	ATA – Aby Ba Seck	Quarter 3	0	13	13	1	3
Artisanal textiles	Knitting practicing	Ndem	ATA – Aby Ba Seck	Quarter 3	0	12	12	1	3
					16,183	4,905	21,088	879	846

## ANNEX 4 – CONSULTANCIES AND PURCHASE ORDERS

Theme	Name	Title / Institution	Work Place	Description
Access to Capital	CABINET SARR SARL	CABINET SARR SARL	Dakar	study on financing mechanisms for ANPROVBS (Association Nationale des Professionnelles de la Viande et du Betail du Senegal)
Access to Capital	LA FINANCIERE AFRICAINE S.A	LA FINANCIERE AFRICAINE S.A	Dakar	Financial coaching of 10 SME partners of pce
Access to Capital	PINORD	PINORD (Plateforme d'Appui aux Initiatives du Nord)	Saint Louis	Support to the agricultural insurance program developed by PINORD financial for rural micro entreprises
Access to Capital	POLY CONSEILS	POLY CONSEILS	Dakar	feasibility study on the warehouse receipt system
Access to Capital	S. Kourouna	Consultant - EW/RI	Dakar	Capital Access Bank Study
Access to Capital	TDC	TDC (Technologies Development Consultant)	Dakar	Financial coaching of 10 SME partners of pce
Capacity Building	ADIRA ETUDES ET CONSEILS	ADIRA ETUDES ET CONSEILS	Dakar	Capacity-building Needs Assessment for the Ministry of Agriculture
Capacity Building	AIDF	AIDF (Africaine d'Ingénierie du Développement Local et de la Formation SARL)	Dakar	Training of Producer Group Leaders on Organisational Development and Associative Governance in the Central Zone
Capacity Building	Amadou Beye	Consultant - MSU	Dakar & St Louis	phase II of the Farmers' Constraints Assessment in the northern irrigated zone and assist with technology transfer backstopping efforts

Theme	Name	Title / Institution	Work Place	Description
Capacity Building	Brent Simpson	Consultant - MSU	Mali	Jatropha sample collection in Mali
Capacity Building	ENEA	ENEA	Dakar	Implementation of 10 Applied Research Projects of PCE sponsored students through internship in Partner Organisations
Capacity Building	ENEA	ENEA (ECOLE NATIONALE D'ECONOMIE APPLIQUEE)	Dakar	Training of Livestock Professional Group Leaders and producers Group Leaders on organisational development and associative governance respectively in the Northern Zone and Eastern zone
Capacity Building	ENSA	ENSA	Thies	Implementation of 5 Applied Research Projects of PCE sponsored students through internship in Partner Organisations
Capacity Building	GIERRCA	GIERRCA	Dakar	Design and Institutionalization of the Ensa Agri-business Curriculum
Capacity Building	GIERRCA	GIERRCA	Dakar	Training of High Education Teachers in the Value Chain Approach
Capacity Building	GIERRCA	GIERRCA	Dakar	Training on the Value Chain Approach to Rural Extension Work and Technical Advising
Capacity Building	GIERRCA	GIERRCA	Dakar	Trainers capacity upgrading in the value chain approach
Capacity Building	ISADE	ISADE	Dakar	Training of Small Agri-food Entrepreneurs on Business Management and Development methods in all 4 PCE Intervention zones

Theme	Name	Title / Institution	Work Place	Description
Capacity Building	ISFAR	ISFAR	Bambey	Implementation of 5 Applied Research Projects of PCE sponsored students through internship in Partner Organisations
Capacity Building	Keita, Nimaga & Tamboura	Consultant - MSU	Dakar	Keita, Nimaga, Tamboura to assist with planning and organizing the border conference
Capacity Building	Luis Flores	Consultant - MSU	Dakar	Millet/sorghum activities in collaboration with the PCE VC team & also participated in ENSA training session
Capacity Building	Oumar Diop	Consultant - MSU	Dakar & St-Louis	Financial Analysis of the Jatropha study
Capacity Building	Susan Hengemuelhe	Consultant - MSU	Dakar & St Louis	Susan Hengemuelhe to work on jatropha phorbol ester neutralization study
Communication	AGENCE PHOTO KAMIKAZZ SARL	AGENCE PHOTO KAMIKAZZ SARL	Dakar	Photographs of PCE activities and partners
Communication	Joan Ablett	Consultant - IRG	Dakar	Preparation of PCE Communication plan
Communication	NEURONES SARL	NEURONES SARL	Dakar	Design and implementation of the Cérégal social marketing campaign
Communication	WOBI	WOBI	Dakar	City door-to-door promotional activities under the Cérégal social marketing campaign
Infrastructure	ARCHI 3D	ARCHI 3D	Dakar	Evaluation and cost estimates for rehabilitation or construction of grain storage warehouses in Kaolack, Kaffrine et Malem Hoddar

Theme	Name	Title / Institution	Work Place	Description
Infrastructure	Bill Kedrock	Booz Allen Hamilton	Dakar	To identify priority activities on trade, transport and infrastructure and assist with a transition in long-term project personnel
Infrastructure	BUREAU VERITAS	BUREAU VERITAS	Dakar	Control of the rehabilitation work for the Sodefitex maize storage facility
Infrastructure	GROUPE POLYTECHNIQUE	GROUPE POLYTECHNIQUE	Dakar	Construction of the Maize warehouses
Infrastructure	INGENIERIE & EQUIPEMENT URBAIN ET RURAL	INGENIERIE & EQUIPEMENT URBAIN ET RURAL(INGEQUIP INGENIERIES)	Dakar	Control of the Millet & Maize warehouse building work
Infrastructure	Jean Michel Voisard	Booz Allen Hamilton	Dakar, Kaolack, Tambacounda, St Louis	Assessment of logistics constraints and identification of logistics investments to improve performance of PCE value chains
Infrastructure	PERFORMANCE SARL	PERFORMANCE SARL	Dakar	Study and control of the work for the weight bridge renovation in Ziguinchor
Infrastructure	QUALIBAT BUILDING	QUALIBAT BUILDING	Dakar	Construction of the Millet / Sorghum warehouses
Infrastructure	SEBATCO SARL	SEBATCO SARL	Dakar	Rehabilitation/Construction of DISEM seed certification Laboratory in Kaolack
Infrastructure	SEBATCO SARL	SEBATCO SARL	Dakar	Rehabilitation/Construction of DISEM seed certification laboratory in Richard Toll
Infrastructure	SEN-CADUCET	SEN-CADUCET	Dakar	Rehabilitation of the Sodefitex Maize storage facility - 1 000 Tons capacity - supply of the engine

Theme	Name	Title / Institution	Work Place	Description
Infrastructure	SOPHIA SECURIS	SOPHIA SECURIS	Dakar	Rehabilitation of the Sodefitec Maize storage facility - Security equipment and installation
Monitoring & Evaluation	2SI	2SI (Stratégies et Solutions Informatiques)	Dakar	Development of a computerized monitoring & evaluation database, and proposal for the data collection survey
Monitoring & Evaluation	2SI	2SI (Stratégies et Solutions Informatiques)	Dakar	Surveys to collect performance and baseline data of firms /beneficiaries receiving technical assistance from PCE
PCE	Beverly McIntyre, Cecilia Polansky and Tom Catterson	Consultant - IRG	Dakar, Kaolack, Tambacounda, Kolda, & St Louis	PCE Environment Assessment
PCE	Elizabeth Ross	Relief International	Dakar & Mbour	To participate in PCE strategic planning retreat
PCE	Jean Michel Voisard	Booz Allen Hamilton	Dakar & Mbour	To participate in PCE strategic planning retreat
PCE	Karen Menzcer	Consultant - IRG	Dakar	Pesticide Evaluation Report and Safe Use Action Plan (PERSUAP)
PCE	Kevin Murphy	JE Austin Associates	Dakar & Mbour	To participate in PCE strategic planning retreat
PCE	Salimata Ba	Consultant - IRG	Dakar & regions	PCE Gender Assessment
PCE	Tom Catterson	Consultant - IRG	Dakar	To assist in developing an Environmental Mitigation and Monitoring Plan (EMMP)
Policy Reform	ALINIS SARL	ALINIS SARL	Dakar	Technical assistance to design a computerized, multi-ministry platform

Theme	Name	Title / Institution	Work Place	Description
				for authorization of construction permits (led by Ministry of Urbanism and the ADIE)
Policy Reform	Amadou Drame	Consultant	Dakar	Coordination of preparatory work to organize a Dakar-Bamako transport corridor "border conference"
Policy Reform	Aminata Dia	Consultant	Dakar	assist SCA with efforts to renew and better organize agro-industry cluster
Policy Reform	Awa Gueye and Awa Ndoumbe Gueye	Consultant - JE Austin	Dakar	Data collection and analytics for the national competitiveness assessment
Policy Reform	CRES	CRES	Dakar	Technical assistance to committee charged with formulation and consolidation of the PNIA (Plan National d'Investissement Agricole)
Policy Reform	D. Megill	Consultant - MSU	Dakar	To provide assistance to the DAPS to establish improved weighting and sampling procedures
Policy Reform	Dan Clay and Qi Jiaguo	MSU	Dakar	Analysis of accuracy of GPS method for agriculture survey parcel measurement and development of a proposal to design a satellite imagery-based methodology for determining area planted and crop production/growth estimates
Policy Reform	Douglas Muir and Mike Ingram	Booz Allen Hamilton	Dakar	Presentation of the AgClir assessment at a national workshop
Policy Reform	Groupe SYSCOM	Groupe SYSCOM	Dakar	Technical and logistical support to the Ministry of Agriculture for the 2009/2010 agriculture survey

Theme	Name	Title / Institution	Work Place	Description
Policy Reform	Hamath Sall and Fallou Dieye	Consultants	Dakar	Formulation of agriculture reform action plan based on findings and recommendations of the Ag-Clir report and national workshop
Policy Reform	Ibrahima Ba	Consultant	Dakar	National coordinator and analyst for the national competitiveness report
Policy Reform	Jean Pierre Ndiaye, Abdoulaye fall, & Mamadou Faye	Consultant - MSU	Dakar	Work with consultant team to review Senegal's fertilizer policy environment and fertilizer sector organization and performance over the past 10 yrs.
Policy Reform	Karim Mbengue	Consultant	Dakar	Formulation of statutory framework for a new Council for Textile and Clothing Professionals
Policy Reform	M. Sene	Consultant	Dakar	Prepare an assessment of the private sector for APIX
Policy Reform	Martin Webber, Marcos Arocha, David Feige	JE Austin	Dakar	Technical assistance, training and analytical/writing support for the National competitiveness assessment report
Policy Reform	V. Kelly	Consultant - MSU	Dakar	Work with consultant team to review Senegal's fertilizer policy environment and fertilizer sector organization and performance over the past 10 yrs.
Small Grants	Massamba Diop	Consultant - IRG	Dakar	To prepare a business plan for Baobab des Saveurs
Trade	Sylvia Suvangieva	Booz Allen Hamilton	Dakar	Analysis of the costs of transport on the Dakar-Bamako corridor
Value Chain - Artisanal Textile	Aby Seck	Consultant - ATA	Kaolack	Follow-on visit to continue the handcraft activities for the ATA project in the Kaolack region

Theme	Name	Title / Institution	Work Place	Description
Value Chain - Artisanal Textile	Docey Lewis	Consultant - ATA	Kaolack	to work on product development and conduct the ATA Roaming Seminar & follow-on visit to continue the handcraft activities for the ATA project in the Kaolack region
Value Chain - Artisanal Textile	L. Pollack	Consultant - ATA	Kaolack	ATA Project monitoring
Value Chain - Artisanal Textile	Maud Mabika	Consultant - ATA	Kaolack	assist in the coordination of ATA's activities
Value Chain - Banana	APROVAG	APROVAG (Association des Producteurs de la Vallée du Fleuve Gambie)	Tambacounda	Technical support to Aprovag on banana production - increase competitiveness
Value Chain - Bissap	AGRICOLA INTERNATIONAL	AGRICOLA INTERNATIONAL	Louga	Support to intensive bissap production
Value Chain - Bissap	CARITAS KAOLACK	CARITAS KAOLACK	Kaolack	Support to women's producer group of bissap & seed certification
Value Chain - Bissap	FP2A	FP2A (Fédération des professionnels de l'agro-alimentaire)	Dakar	support to firms to meet market quality standards
Value Chain - Bissap	GIE YON DJILACK	GIE YON DJILACK	Kaolack	Support for the supply of quality bissap to Siagro-Kirene
Value Chain - Bissap	TROPICASEM	TROPICASEM	Dakar	Support to improve quality of bissap production
Value Chain - Cashew	AJAC-LUKAL	AJAC-LUKAL (association des jeunes agriculteurs de casamance)	Ziguinchor	Support to improve quality of raw cashew nuts and cashew grafting program
Value Chain - Cashew	FODDE	FODDE	Kolda	Cashew grafting program and Support to improve quality of raw cashew nuts

Theme	Name	Title / Institution	Work Place	Description
Value Chain - Cashew	FPAP	FPAP (Fédération des Planteurs d'Anacarde de Passy) PEPINIÈRE	Passy	Cashew grafting program and Support to improve quality of raw cashew nuts
Value Chain - Cashew	Mamadou Thiam	Consultant - IRG	Sokone	To facilitate cashew activities in the zone of Sokone
Value Chain - Dairy	AEC	AEC (Afrique Emergence Conseil)	Dakar	Study on milk collect opportunity in the Dahra / Louga zone
Value Chain - Dairy	GIE BILAAME POUL DEBBO	GIE BILAAME POUL DEBBO	Kolda	Improve quality of milk production and in the Kolda Zone and support to strengthen the processing unit of 'Bilaame'
Value Chain - Dairy	GIE LE FERMIER	GIE LE FERMIER	Kolda	Improve quality of milk production and in the Kolda Zone and support to strengthen the processing unit of 'Le Fermier'
Value Chain - Dairy	LDB	LDB (La laiterie Du Berger)	Dakar	Improve performance of LDB
Value Chain - Dairy	PASTAGRI	PASTAGRI	Dakar	Support for the supply of quality milk to Siagro and improve performance of Pastagri
Value Chain - Dairy	SAA - JULLAM	SAA - JULLAM	Kolda	Improve quality of milk production and in the Tambacounda Zone and support to strengthen the processing unit of 'JULLAM'
Value Chain - Export	Patrick Nugawela	Consultant - JEA	Dakar, Tambacounda, Kolda & Ziguinchor	to work with VC team to identify steps to expand efforts to improve productivity, quality and volume of commercial sales of export products
Value Chain - Fonio	GIE KOBA CLUB	GIE KOBA CLUB	Kedougou	Support to Fonio export

Theme	Name	Title / Institution	Work Place	Description
Value Chain - Livestock	AGROPOV	AGROPOV	Kaolack	Support for the consolidation of the offer in muttons of Tabaski
Value Chain - Livestock	CAEM	CAEM (Cercle des Amis et Eleveurs de Mouton de Saint-Louis)	Saint Louis	Program of consolidation of the offer in sheep from improved breed
Value Chain - Livestock	RAMSEF	RAMSEF(Reseau des acteurs multiplicateur de semences fourrageres)	Kaolack	Promotion of forage crops to improve ruminant's food supply and improve productivity
Value Chain - Maize	ASPRODEB	ASPRODEB	Dakar	Development of seed producer network
Value Chain - Maize	BDA	BDA (BA DJIBRIL ET ASSOCIE)SONDAGES ET ETUDES DE MARCHES	Dakar	Development of infant flour products made from corn: Evaluation of potential markets and identifying positioning strategies
Value Chain - Maize	COUNTERPART INTERNATIONAL	COUNTERPART INTERNATIONAL-SENEGAL	Ndioum	Support to maize production in the Morphil Island in the off-season
Value Chain - Maize	ISRA	ISRA (PVS maïs)	Dakar	Test et Evaluation of Maize & Sorghum hybrid variety
Value Chain - Maize	ITA	ITA	Dakar	Participative evaluation of maize hybrid varieties being introduced and dessiminated: determining nutrition quality
Value Chain - Maize	O. Ndiaye & I. Wade	Consultant - IRG	Dakar	Maize Import market analysis
Value Chain - Maize	OMEDIA	OMEDIA	Dakar	Study on the launching of a bouillon cube new brand, using corn flour
Value Chain - Maize	SAED	SAED	Saint Louis	Maize performance evaluation

Theme	Name	Title / Institution	Work Place	Description
Value Chain - Maize	SODEFITEX / BAMBARE	SODEFITEX / BAMBARE	Tambacounda	Support to good practices: production, conservation, warehousing and marketing of corn
Value Chain - Mango	COOPROFEL	COOPROFEL (Coopérative des Producteurs de Fruits et Légumes de Keur Mbir Ndao, Thiès)	Thies	Support to mango export and fruit fly control
Value Chain - Mango	HORTICA SENEGAL SARL	HORTICA SENEGAL SARL	Sindia	Support to Globalgap certification
Value Chain - Millet / Sorghum	2SCONSULTING SARL	2SCONSULTING SARL	Dakar	Marketing support to Free Work Service
Value Chain - Millet / Sorghum	CRETEF DIOURBEL	CRETEF DIOURBEL	Diourbel	Implementation of a training program on processing activities for agricultural products
Value Chain - Millet / Sorghum	GIC	GENERAL INVESTISSEMENT ET COMMERCE(GIC)	Dakar	Consolidation of the organic Sorghum production for the export market
Value Chain - Millet / Sorghum	GIE OUMOU MOUNTAGA TALL	GIE OUMOU MOUNTAGA TALL	Dakar	Market development Développement for Thiakry et fine flour and support to meet international standards for the export market
Value Chain - Millet / Sorghum	ISRA	ISRA (STRIGA)	Dakar	Introduction of three technologies to fight against striga Hermonthica
Value Chain - Millet / Sorghum	ITA	ITA	Dakar	Technical support and capacity building / strengthening of Millet & Sorghum processors
Value Chain - Millet / Sorghum	ONG GREEN SENEGAL	ONG GREEN SENEGAL	Thies	Support to the production of Millet / Sorghum and introduction of new technologies
Value Chain - Poultry	AASL	AASL(Association des avicultrices de Saint-Louis)	Saint Louis	consolidation of the offer for poultry products and support to women entrepreneurship

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Value Chain - Poultry	AEC	AEC (Afrique Emergence Conseil)	Dakar	faisability study on the installation of a poultry slaughter house
Value Chain - Poultry	COOPERATIVE AVICOLE DE KAOLACK	COOPERATIVE AVICOLE DE KAOLACK	Kaolack	Marketing support and installation of pilot selling store for the organization
Value Chain - Poultry	FEGERAS	FEGERAS	Kaolack	Development of a rural entrepreneurship through the consolidation of the offer for poultry products
Value Chain - Poultry	UNAFSA	UNAFSA	Dakar	Consolidation of the offer for poultry products in Dakar and capacity building of the organization and its members
Value Chain - Rice	AFRICA RICE	AFRICA RICE	Saint Louis	Partnership with AfricaRice for the conception and implementation of technical agricultural itineraries for rainfed rice
Value Chain - Rice	ANCAR KOLDA	ANCAR KOLDA	Kolda	Technology diffusion and intensification of rainfed rice in the South of Senegal with upland NERICA rice varieties
Value Chain - Rice	ASPRODEB	ASPRODEB	Dakar	Develop a Pilot program for the production and sale of quality irrigated paddy rice
Value Chain - Rice	B. Cisse & M. Ndiaye	Consultant - IRG	Richard Toll	Organisational, technical & financial assessment of the GIE Malal Yero
Value Chain - Rice	COUMBA NOR THIAM	COUMBA NOR THIAM	Rosso	Partnership with CNT for the improvement of processing and marketing conditions
Value Chain - Rice	GIE KISSAL PATIM	GIE KISSAL PATIM	Kolda	Partnership with GIE KISSAL PATIM for technology diffusion and intensification of rainfed rice

Theme	Name	Title / Institution	Work Place	Description
Value Chain - Rice	GIE MALAL YERO	GIE MALAL YERO	Richard Toll	Support for the production of high quality rice (paddy and processed rice) by the GIE Malal Yero
Value Chain - Rice	PINORD	PINORD (Plateforme d'Appui aux Initiatives du Nord)	Saint Louis	Partnership between PINORD and PCE for rice paddy consolidation.
Value Chain - Rice	UNION DES GIE NGORA FANAYE SP1	UNION DES GIE NGORA FANAYE SP1	Fanaye	Develop a partnership between Union SP1 de Ndiaba and SOENA for the commercialization
Value Chain - Seed	FONDAS AUDIT & CONSEIL	FONDAS AUDIT & CONSEIL	Dakar	Analyse of foundation production systems - ISRA
Value Chain - Seed	FEPRODES	FEPRODES	Saint Louis	Support to the production of rice certified seed with 16 women's groups
Value Chain - Seed	FONDAS AUDIT & CONSEIL	FONDAS AUDIT & CONSEIL	Dakar	Need assessment of ISRA (fanaye - nioro - bambey et kolda) in equipment and infrastructures
Value Chain - Seed	FONDAS AUDIT & CONSEIL	FONDAS AUDIT & CONSEIL	Dakar	Development of an accounting system and manual of procedures for ISRA (fanaye and nioro)
Value Chain - Seed	GRDR	GRDR	Ziguinchor	support to the production of rainfed rice seed in the Casamance
Value Chain - Seed	KASEC SARL	KASEC SARL	Kaolack	Support to the installation of a cereal and seed cleaning and packaging unit
Value Chain - Seed	M. Ndiaye	Consultant	Kaolack	Seed related activities in the Kaolack region -LOE Approved 20 days
Value Chain - Seed	MF CONSULTING	MF CONSULTING	Dakar	Business plan of KASEC (Cereal and seed cleaning and packaging unit)

Theme	Name	Title / Institution	Work Place	Description
Value Chain - Seed	SEN INGENIERIE CONSULT	SEN INGENIERIE CONSULT	Dakar	Technical and financial evaluation of four seed cleaning and packaging units
Value Chain - Seed	SODEFITEX / BAMBARE	SODEFITEX / BAMBARE	Tambacounda	Support to a maize seed producer network of 100 producers
Value Chain - Seed	UNIS NORD SAINT LOUIS	UNIS NORD SAINT LOUIS	Ross Bethio	Support to the production of rice certified seed with 17 firms
Value Chain - Seed	ZENITH CONSULTANCE ET INGENIERIE SARL	ZENITH CONSULTANCE ET INGENIERIE SARL	Dakar	support to establish the technical recommendations and financial estimates for the rehabilitation of the DISEM laboratories in Richard Toll et Kaolack
Value Chain - Sesame	ADC NINNABA KOLDA	ADC NINNABA KOLDA	Kolda	Support to improve the quality of production meeting marketing standards
Value Chain - Sesame	ANI	ANI (African Natural Ingredients)	Khombole	Support to marketing of sesame for the export market
Value Chain - Sesame	ISRA	ISRA (semence sesame)	Bambey	Production of foundation seed





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