

**USAID/Senegal**  
**Operational Plan**

**FY 2006**

June 2, 2006

## **Please Note:**

The attached RESULTS INFORMATION is from the FY 2006 Operational Plan and was assembled and analyzed by the country or USAID operating unit identified on the cover page.

The Operational Plan is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

Related document information can be obtained from:  
USAID Development Experience Clearinghouse  
8403 Colesville Road, Suite 210  
Silver Spring, MD 20910  
Telephone: (301) 562-0641  
Fax: (301) 588-7787  
Email: [docorder@dec.cdie.org](mailto:docorder@dec.cdie.org)  
Internet: <http://www.dec.org>

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**Program Performance Summary FY 2005:** Background: Senegal is a country with tremendous transformational development potential that also faces significant threats to its stability. Senegal has long been considered one of the most stable countries in West Africa and is one of the only African countries to not have experienced a coup d'état. It has developed into one of the strongest economies in the region, in part due to relatively strong economic growth of greater than 6% per year. Viewed alongside the collapse or mismanagement of neighboring West African countries, Senegal's stable and steady economic development appears even more noteworthy. In fact, a recent study published by the African Development Bank and the Organization for Economic Cooperation and Development (OECD) states that "Senegal could replace pre-crisis Côte d'Ivoire as the motor for growth in French Africa."

Although substantial improvements have been made in the health sector over the previous decades, including decreased infant mortality (86/1,000 in 1986 compared to 61/1,000 in 2005) and reduced maternal mortality (510/100,000 in 1992 compared to 450/100,000 in 2005), Senegal's human development indicators remain unacceptably low. (Senegal is ranked 157 out of 177 countries on the United Nations Development Program Human Development Index). Significant progress has been made in education over the past four years. The primary school enrollment rate increased from 69.8% in 2000 to 82.5% in 2004, while completion of primary school education jumped from 59.1% to 69.6%. Of the 78,500 primary school graduates, only 79% of them were able to continue their education at the middle school level.

USAID's strategy for transformational development in Senegal seeks to boost economic growth by improving the enabling environment to attract more investment, increasing the volume of trade, and creating wealth through better management of Senegal's natural resources. A diversified economic base and a healthier, better educated population are key to achieving and sustaining that growth. USAID continues to work towards securing a peaceful resolution to the conflict in the Casamance. A peaceful Casamance will help ensure stability in Senegal and the region and attract investment to Senegal. Working in partnership with the Government of Senegal (GOS) to achieve its vision of becoming a modern, prosperous, and democratic state with a majority Muslim population is an important U.S. foreign policy priority. Failing to achieve this goal would have serious regional repercussions.

**Challenges:** Population growth is straining the GOS' ability to provide adequate social services for the burgeoning population. Fertility has slowly decreased, but remains high, at 5.3 children per woman. The contraceptive prevalence rate is low, with only about 10.3% of married women of reproductive age using contraceptives. Senegal's economic performance must continue to improve given the country's high levels of poverty and rapidly growing population. Despite a potentially record harvest, the GOS projects just 5.2% growth in 2005, and expectations for 2006 are dimmed in part by high domestic and global energy prices. Nearly 60% of Senegalese living in rural areas are below the poverty line, living on less than \$1 a day.

Despite the existence of a vibrant democracy (free press, fair elections, respect for human rights, and a multiparty regime), Senegal remains a highly centralized state where patrimonial norms and values still influence the behavior of the country's political actors. Gaps in the rule of law and a lack of good governance practices constitute the weakest parts of Senegalese democracy. In addition to undermining the credibility of government institutions, lapses in transparency and accountability discourage foreign investors from coming to Senegal.

**Key Achievements:** Several of USAID's key projects in economic growth, health, and democracy and governance came to an end in FY 2004 and early FY 2005. A key sustainability measure for USAID programs is whether programs continue functioning without external support. USAID has made a concerted effort to track this on-going impact, and is pleased to report that even after more than a year without assistance, the institutions and organizations strengthened under USAID programs are continuing to produce very positive development results.

**Economic Growth:** USAID's support for increasing the competitiveness of the private sector, improving the investment environment, and generating more income and jobs among small entrepreneurs made impressive headway this year. Most noteworthy was the fact that USAID/Senegal's five-year investment

in improving the operations of 52 microfinance institutions has proven to be highly sustainable. Twelve months after direct USAID support to these institutions ended, the institutions have continued to grow and expand their loan portfolio. The largest USAID-supported microfinance institutions, which provide approximately 80% of loans in Senegal, increased their number of clients by 31% in 2005, from 486,000 to 639,000. The value of the loans increased by 44% from, \$98.6 million to \$142.4 million.

At the policy level, USAID, as the coordinator of the donors' private sector working group, engaged the Government in discussions regarding key measures needed to improve the investment environment in Senegal. Largely in response to this initiative, the GOS decreased the tax rate on companies from 33% to 25% beginning in 2006. To address problems of corruption in the award of government contracts, the GOS has included a clause in the draft procurement legislation that would require all ministries to develop procurement plans at the beginning of the year. In addition, a decree was issued on June 22, 2005, that requires anticorruption clauses be added to the procurement code.

Ag/NRM: USAID's agriculture and natural resource management program is generating impressive results by substantially raising rural incomes (by \$038,000) in targeted areas while contributing to biodiversity conservation and the Global Climate Change Initiative through forest management activities that affect more than 243,000 hectares of land. In addition, the program has initiated an emergency response to help communities in Mauritania and Senegal cope with the destruction of crops and pasture lands by the recent locust infestation through improved seed and cattle fodder distribution, safety campaigns on locust control, and research on environmentally friendly biopesticides.

Democracy and Governance: Between 1998 and 2004, USAID provided technical assistance to build the capacity of local governments to provide quality services to their constituents and manage resources in a more participatory manner. All local governments increased their revenue collection and have been able to finance worthwhile activities such as improving trash collection and increasing water supply with these additional revenues. USAID assistance for this program ended in 2004. A study was undertaken a year later to determine whether customer satisfaction with the quality and management of local services declined or increased over time. The results found that the percentage of citizens satisfied with their governments was 54% as opposed to 38% in areas where USAID assistance had not been provided. This constituted a slight increase from the level of satisfaction in 2002 which was 52%.

Through its on-going activities with ENDA, National Democratic Institute (NDI), and International Resources Group (IRG), USAID in FY 2005 continued to help the GOS and local governments and communities across the country develop the tools and policies needed to improve collection of revenues and management of budgets, provide for drinking water and the collection and disposal of solid waste, and manage profitably and soundly their forests and arable lands. USAID also helped build the advocacy and management skills of local elected women, needed to make them more effective representatives of their constituents' interests.

Health: Preliminary Demographic Health Survey (DHS) results for 2005 show that USAID's program has contributed to lowering infant mortality as well as maternal mortality. These results reflect significant improvements (made possible in part by USAID technical assistance) in antenatal care as well as an increase in the percentage of births attended by a trained medical professional. In 2004, 24 communities in three health districts that had received USAID assistance to develop and manage local health plans "graduated" from the program. A year later, 18 communities continued to develop their own health plans and budgets without any assistance from USAID. Furthermore, these same communities are contributing local tax revenues to finance health activities.

Education: USAID's support to middle school education in Senegal is producing impressive results after just two years. Enrollment increased dramatically in the three regions where USAID constructed and renovated over 26 schools. USAID's work with school management committees to raise awareness about the importance of education and the need for community commitment to and support of local schools also contributed to this success. Actual middle school enrollment of 53,817 in the three regions in 2004 exceeded the targeted enrollment of 46,900 by over 6,910 students. Girls' enrollment increased by 23.8%, from 14,398 in 2003 to 18,480 in 2004.

**Enabling Conditions for Peace:** In FY 2005, the Casamance Peace Building program sponsored grassroots conflict resolution activities and negotiation and conflict resolution skills training for key stakeholders. Working closely with the State Department, USAID succeeded in playing a pivotal role in preparing all parties to the conflict [the GOS, Mouvement des Forces Démocratiques de Casamance (MFDC) and communities] to more effectively engage in peace negotiation and conflict resolution activities. This was accomplished through a series of workshops that were carefully tailored to meet the specific needs of each party to the conflict. In FY 2005, USAID also helped create an additional 680 jobs, build 225 houses and 19 classrooms, and dig 57 wells. These accomplishments helped several thousand people to restart their lives in the Casamance.

**Gender:** USAID has integrated and addressed gender issues in all of its programs. As part of its DG program, USAID helped to build the skills of women elected officials and sensitize political parties to the importance of including a greater percentage of women on their electoral lists. USAID's private sector program provided assistance to alleviate constraints on women engaging in private sector activities by providing extensive functional literacy training and promoting labor-saving crop choices. In addition, the program vigorously promoted women's active participation in defining priorities for local communities by ensuring women associations or women-led businesses were substantively involved in planning processes. USAID's health program improved women's health by targeting maternal mortality and antenatal care while also seeking to raise women's socio-economic status and promote gender equity. Lastly, the education program has a special focus on increasing girls' enrollment and achievement at all levels of the education system.

**Global Development Alliances (GDA) and Partnerships:** USAID has established a number of GDAs that are integral to its program. In the education sector, USAID, Microsoft, and the Ministry of Education are working together to make computers available in middle schools. In the area of health, a consortium comprised of USAID, Pfizer Inc., the United Nations Children's Fund (UNICEF), and the Ministry of Health are working together to teach local health care workers to treat acute respiratory infection. In districts where this approach has been piloted, hundreds of children received treatment for respiratory illnesses that otherwise may have gone untreated.

In order to further leverage resources to support GOS and USAID programs, in December 2005, USAID/Senegal awarded a highly innovative contract to IRG through which technical assistance will be provided to the GOS to build their capacity to design and manage public-private partnerships (PPPs). During FY 2005, USAID organized a series of workshops intended to broaden the GOS' understanding of how PPPs could be used to deliver different kinds of infrastructure and services. The Task Force responsible for the implementation of the MCC proposal participated in these workshops. They recognized early on that PPPs will play an important role in the establishment of the proposed industrial platform, and have been keen to receive additional support in this area. In the education sector, the Minister of Education is very interested in using PPPs to establish regional community colleges.

**Presidential Initiatives:** Several presidential initiatives are currently being implemented in Senegal. Resources from the African Education Initiative support teacher training, girls' scholarships, and community involvement in schools. USAID participates in the 40-member Country Coordinating Mechanism of the Global Fund, and has provided technical assistance and staff to a technical secretariat that facilitates technical review and decision making. In its second year, the Digital Freedom Initiative (DFI) pilot activity, coordinated by USAID and a group of committed and capable volunteers in Senegal, has helped cybercafé owners, merchants, a private university and a doctor's office use the Internet to increase efficiency and profits.

**FY 2006 Program****SO: 685-003 Increased Use of Decentralized Health Services in Targeted Areas****Improve Child Survival, Health & Nutrition**

Improve Child Survival, Health and Nutrition (\$392,000 CSH). USAID will provide financial and technical assistance in 21 health districts to prevent and more effectively treat childhood illnesses. USAID will work with communities, non-governmental organizations and public and private health care providers to improve and expand provider practices and public knowledge of childhood disease prevention and treatment. Building on a pilot test, USAID will scale up community management of child pneumonia in 18 health districts, and of malaria in eight health districts based on the new Government of Senegal (GOS) policy for malaria treatment. USAID will continue to promote Vitamin A supplementation as part of community-based growth promotion and nutrition activities. Principal contractors and grantees: Partnership for Child Health Care, Inc. (prime); The Manoff Group, Program for Appropriate Technology in Health (PATH), Save the Children (SC) and Tina Sanghvi Ltd. (TSL) (subs).

**Reduce Transmission & Impact Of HIV/AIDS**

Reduce Transmission and Impact of HIV/AIDS (\$250,000 CSH).: USAID will assist the National AIDS Council and the Ministry of Health to 1) implement a survey of high-risk groups to estimate the level of HIV infection in high risk groups and assess the knowledge, attitudes and practices of the members of these groups; 2) conduct an evaluation of the current HIV surveillance system; and, 3) fund the ongoing sentinel site surveillance activity. Principal contractors and grantees: Family Health International.

**FY 2007 Program****SO: 685-003 Increased Use of Decentralized Health Services in Targeted Areas****Improve Child Survival, Health & Nutrition**

Improve Child Survival, Health and Nutrition. No obligations are planned for this Strategic Objective in FY 2007.

**FY 2006 Program****SO: 685-011 Increased Economic Growth through Trade and Natural Resource Management****Improve Economic Policy and the Business Environment**

Improve Economic Policy and the Business Environment (\$297,000 DA). USAID will support key stakeholders to encourage the Government of Senegal (GOS) to adopt and implement legislation that reduces corruption and creates a business environment that can attract investment. USAID will build the capacity of the GOS to develop at least one public-private partnership in FY 2006 to promote more efficient provision of public goods and services. Principal contractors and grantees: International Resources Group (IRG) (prime); JE Austin (JEA), LTL Strategies (LTL), Enterprise Works (EW) (subs).

**Improve Private Sector Competitiveness**

Improve Private Sector Competitiveness (\$956,000 DA). USAID will provide technical assistance and training to increase marketing, financing, and management skills of at least 400 businesses. The program will improve competitiveness by promoting policy reforms, improving access to market information, and reducing regulatory trade barriers. Principal contractors and grantees: IRG (prime); JEA, LTL, EW (sub).

**Improve Sustainable Management Of Natural Resources & Biodiversity**

Improve Sustainable Management of Natural Resources and Biodiversity (\$1,500,000 DA):. USAID will provide training and technical assistance to help local governments manage natural resources. Local land use conventions for two local governments and six forestry management plans will be developed. A nationwide biodiversity assessment and an integrated coastal zone management activity will be started in FY 2006. Principal contractors and grantees: IRG (prime); Winrock International (WI), Cooperative League of the United States of America (CLUSA) (subs).

### **Increase Agricultural Sector Productivity**

Increase Agricultural Sector Productivity (\$1,808,000 DA):. USAID will provide technical assistance, training and small grants to promote agricultural diversification and production. Production and marketing will be strengthened for natural and high-value agricultural products, increasing revenues of partner enterprises by 225%. Principal contractors and grantees: IRG (prime); WI, CLUSA, JEA, LTL and EW.

### **Increase Trade and Investment**

Increase Trade and Investment (\$500,000 DA). USAID will increase the capacity of businesses to export their products through training and technical assistance and by promoting policy reforms that will encourage foreign direct investment in Senegal. USAID will help businesses develop export markets and develop joint ventures. Principal contractors and grantees: IRG.

### **Promote And Support Anti-Corruption Reforms**

Promote and Support Anti-Corruption Reforms (\$358,000 DA):. USAID will support local organizations to increase transparency and accountability in the delivery of government services. Studies, workshops, and public debates will be conducted to generate interest in and understanding of these issues and build capacity of the organizations to effect change. Principal contractors and grantees: to be determined.

### **Support Democratic Local Government & Decentralization**

Support Democratic Local Government and Decentralization (\$300,000 DA):. USAID will undertake activities (studies, workshops, and debates) to create and improve mechanisms for citizens to engage their local governments. USAID will also support a local consortium of non-governmental organizations (NGOs) to provide the public with information on how to register and participate in the upcoming parliamentary and presidential elections. Principal contractors and grantees: to be determined.

Activities notified under this strategic objective are part of a new strategy statement that is pending approval. Should funding levels or activities included in this data sheet change substantially once the strategy statement is approved, a new notification will be submitted prior to the obligation of any funds.

## **FY 2007 Program**

### **SO: 685-011 Increased Economic Growth through Trade and Natural Resource Management**

#### **Improve Economic Policy and the Business Environment**

Improve Economic Policy and the Business Environment (\$955,000 DA). USAID will continue its economic growth policy reform activities to help businesses be more competitive. Program emphasis will continue to be placed on designing and implementing public-private partnerships for better management of public services. Same implementers as FY 2006.

#### **Improve Private Sector Competitiveness**

Improve Private Sector Competitiveness (\$1,190,000 DA). USAID will continue to provide appropriate technical assistance to businesses to help them respond to market opportunities, improve movements of goods to market, and increase the value of their products. Same implementers as FY 2006.

### **Improve Sustainable Management Of Natural Resources & Biodiversity**

Improve Sustainable Management of Natural Resources and Biodiversity (\$2,500,000 DA). USAID will continue technical assistance to increase management capabilities of local governments for coastal and forest resources and expand into one new region, emphasizing sites with significant biodiversity. Same implementers as FY 2006.

### **Increase Agricultural Sector Productivity**

Increase Agricultural Sector Productivity (\$1,200,000 DA). Technical assistance and training will continue to be directed at promoting high-value and non-traditional agricultural crops; and developing grades, standards and quality control measures for targeted products. Same implementers as FY 2006.

### **Increase Trade and Investment**

Increase Trade and Investment (\$1,001,000 DA). Technical assistance and training will be directed at promoting trade of high-value products to the export markets. Local institutions will improve standards, certification, and quality control measures. Same implementers as FY 2006.

### **Promote And Support Anti-Corruption Reforms**

Promote and Support Anti-Corruption Reforms (\$300,000 DA). USAID will continue to provide technical assistance and training to increase transparency. Same implementers as FY 2006.

### **Support Democratic Local Government & Decentralization**

Support Democratic Local Government and Decentralization (\$200,000 DA). USAID will undertake activities (studies, workshops, and debates) to create and/or improve mechanisms for citizens to engage their local government. Same implementers as FY 2006.

## **FY 2006 Program**

### **SO: 685-012 Improved Health of Senegalese People**

#### **Improve Child Survival, Health & Nutrition**

Improve Child Survival, Health, and Nutrition (\$1,409,000 CSH): USAID will provide financial and technical assistance in 21 health districts to prevent and more effectively treat childhood illnesses. USAID will work with communities, non-governmental organizations (NGOs) and public and private health care providers to improve provider practices and public knowledge of disease prevention and treatment. USAID intends to enter into partnerships with United Nations Children's Fund (UNICEF), the World Health Organization (WHO) and Pfizer to scale up community management of pneumonia and malaria nationwide. USAID will assist the Ministry of Health (MOH) to adopt and roll out a new policy on newborn care resulting from USAID pilot interventions. USAID will continue to strengthen district-level health activities with a focus on local ownership and sustainability of the health financing program. In addition, USAID will help consolidate the 123 private associations of rural health promoters to secure and further sustain critical health promotion activities. USAID will help create and expand community health

insurance programs to make a full range of health services more affordable. Principal contractors and grantees: to be determined.

### **Improve Maternal Health & Nutrition**

Improve Maternal Health and Nutrition (\$800,000 CSH). USAID will provide financial and technical assistance to improve the quality of and access to obstetric services, including post-abortion care, at all levels of the health care system. The prevention of malaria, through both the provision of cost-subsidized insecticide treated bed nets and systematic preventive treatment for pregnant women, will remain a key component of USAID's efforts to improve maternal health in Senegal. Principal contractors and grantees: to be determined.

### **Prevent & Control Infectious Diseases Of Major Importance**

Prevent and Control Infectious Diseases of Major Importance (\$2,959,000 CSH). USAID will provide financial and material support to the MOH National Tuberculosis Program to strengthen and decentralize TB services. USAID will work to help implement Senegal's current malaria treatment policy and begin treatment with new drugs and updated protocols, including the use of Artemisin Combination Therapy (ACT). USAID will provide grants for NGOs to better inform populations about the prevention and treatment of tuberculosis and malaria. Principal contractors and grantees: to be determined.

### **Reduce Transmission & Impact Of HIV/AIDS**

Reduce Transmission and Impact of HIV/AIDS (\$5,317,000 CSH). USAID will assist the National AIDS Program in its ongoing efforts to further decentralize voluntary counseling and testing (VCT) and prevention of mother to child transmission (PMTCT) services, and to reinforce behavior change through information, education and communication activities. The program will support an annual nationwide social mobilization campaign aimed at de-stigmatizing VCT and PMTCT; fund information, education and communication activities targeting youth and other at-risk groups at 22 sites in six regions; open four additional VCT centers in partnership with other donors; reinforce case management of sexually transmitted infections (STI) in 21 health districts; and support the effective implementation of decentralized care and treatment in four regions. In collaboration with its Food for Peace program, USAID will provide nutritional and psychosocial services to 10,000 persons affected by HIV/AIDS. USAID and the Centers for Disease Control will finance an evaluation of the current approach for estimating HIV prevalence and develop a quality assurance system. Principal contractors and grantees: to be determined.

### **Support Family Planning**

Support Family Planning (\$2,874,000 CSH). USAID will work to ensure that Senegalese families have access to a full range of contraceptive methods to achieve their desired family size. USAID will pilot test the Standard Days Method (SDM) using cycle beads in hopes of offering a more effective "traditional method" to couples who choose not to use a hormonal method of contraception (such as oral contraceptives). Greater emphasis will be placed on expanding the role of the private sector as providers of family planning services as well as expanding the range of products available in pharmacies through social marketing. Finally, USAID will work to increase the availability of contraceptive supplies at the community level. Principal contractors and grantees: to be determined.

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**FY 2007 Program**  
**SO: 685-012 Improved Health of Senegalese People**

**Improve Child Survival, Health & Nutrition**

Improve Child Survival, Health and Nutrition (\$2,000,000 CSH). USAID will train health care workers in targeted health districts to prevent and treat childhood illnesses with particular focus on newborn care and acute respiratory infections. USAID, in collaboration with MOH authorities, will also expand the approved role and skills of community health workers to make up for the continuing shortage of doctors and nurses. Same implementers as FY 2006.

**Improve Maternal Health & Nutrition**

Improve Maternal Health and Nutrition (\$860,000 CSH). USAID will continue to support the strengthening and expansion of prenatal and birthing services at the clinical level. USAID will work to ensure that important micronutrients such as iron are added to appropriate foodstuffs (micronutrient fortification) to improve the nutritional status of women prior to pregnancy. Same implementers as FY 2006.

**Prevent & Control Infectious Diseases Of Major Importance**

Prevent and Control Diseases of Major Importance (\$3,190,000 CSH). USAID will work with the National Tuberculosis Program to further strengthen facility-level services and to move toward directly observed treatment where appropriate. USAID will assist the MOH to effectively implement and monitor ACT as a first line treatment of malaria at both the clinical and community levels. Same implementers as FY 2006.

**Reduce Transmission & Impact Of HIV/AIDS**

Reduce Transmission and Impact of HIV/AIDS (\$5,808,000 CSH). USAID will develop a new program based on the U.S. Government's (USG) interagency strategy for Senegal and the priorities of the National AIDS Council. USAID will reinforce prevention activities with a focus on VCT, PMTCT, and interventions targeting high risk groups. USAID will reinforce care and support activities including nutritional support to AIDS-infected and affected persons. Same implementers as FY 2006.

**Support Family Planning**

Support Family Planning (\$2,325,000 CSH). USAID will improve family planning services at both the clinical and community levels and further explore the demand for additional methods. At the community level, USAID will expand the availability of a range of contraceptives. Same implementers as FY 2006.

All family planning assistance agreements will incorporate clauses that implement the President's directive restoring the Mexico City Policy.

**FY 2006 Program**  
**SO: 685-013 Better-educated Youth**

**Achieve Equitable Access to Quality Basic Education**

Achieve Equitable Access to Quality Basic Education (\$11,000,000 DA). To assist the Government of Senegal (GOS) in its efforts to increase the capacity of middle schools to accommodate 10% more students (half of them girls) each year, USAID will build up to 25 new schools and renovate existing schools in rural and urban areas of the target regions. The program will continue to address the difficulties experienced in making water and electricity available for certain schools. USAID funds will be used to

increase and enhance science and technology education in the targeted regions; improve the curriculum and learning environment; provide teaching and learning materials; and train school teachers and principals as part of this major effort. The USAID program will assist in improving the relevance of science education and increase the number of students in scientific and technical high schools by 25%. The program will support social mobilization campaigns in the four target regions to promote local ownership of schools built or rehabilitated with local Ministry of Education (MOE) staff, students and communities. USAID will support the MOE in developing performance standards and designing and implementing training programs with all key implementing partners and stakeholders. USAID will fund a needs assessment for selected Koranic schools; provide textbooks and learning materials; and support training sessions for trainers to improve the teaching and learning conditions in the assisted schools and support campaigns to mobilize communities to increase participation in the management of Koranic schools.

While pursuing a Global Development Alliance (GDA) with the MOE and the national telecommunications company (SONATEL), USAID anticipates expanding the scholarship program by providing 200 additional scholarships to socio-economically disadvantaged high school girls and funding mentoring and leadership training programs to further support girls' education. Through the GDA with Microsoft, USAID will support increased use of computer technology, the Internet, and science education in assisted schools. Principal contractors and grantees: Academy for Educational Development (AED) (prime); TOSTAN (sub).

### **Support Democratic Local Government & Decentralization**

Support Democratic Local Government and Decentralization (\$2,010,000 DA). USAID will assist school management committees in developing and implementing more transparent school maintenance and supervision systems in each of the 30 targeted local communities. In that regard, USAID will develop a training plan focusing on: 1) an ethical code of conduct; 2) roles and responsibilities of school management committees; 3) principles of school preventive maintenance; 4) mobilization and transparent management of resources for effective school operations; and 5) local community design and implementation of school improvement plans. USAID will also work closely with MOE partners and regional trainers to put in place a follow-up system to ensure that trained school management committees are able to assume their decision-making and monitoring roles and that they are provided with additional support if needed. Principal contractors and grantees: AED (prime); TOSTAN (sub).

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### **FY 2007 Program**

#### **SO: 685-013 Better-educated Youth**

### **Achieve Equitable Access to Quality Basic Education**

Achieve Equitable Access to Quality Basic Education (\$4,500,000 DA). USAID will expand the construction program by building and/or renovating an additional ten schools in the target regions. The program will strengthen local community capacities to mobilize financial and material resources to build and equip more schools, or renovate existing ones so that more students can be enrolled. USAID will help MOE partners to identify and mobilize additional resources to support the design and implementation of a new science and technology policy and related curriculum. With USAID's material and technical assistance, it is anticipated that more teachers and school administrators will be trained in science and the use of computer technology in the three target regions. The program will pursue the GDA with Microsoft to expand the utilization of Information and Communication Technology (ICT) to all targeted schools in the three regions; and will assist local communities in setting up ICT and science clubs to make ICT and science training available to students all year long. The GDA with SONATEL will be pursued and 300 additional scholarships will be provided for girls from low income, rural families to attend middle and high schools. USAID will continue to support Koranic schools by training more teachers and providing a greater number of youth with market-relevant job skills. Same implementer as FY 2006.

## **Support Democratic Local Government & Decentralization**

Support Democratic Local Government and Decentralization (\$500,000). USAID will raise the awareness of local communities and governments on middle school reform and transparency issues; and enhance the capacities and skills of MOE staff in the target regions and the management committee members in 30 local communities to be more effective partners. USAID will consolidate, revise and finalize training modules for school management committees tested in targeted communities. USAID will train and provide materials to regional task teams to ensure that they train the target school management committees to fully assume their roles and responsibilities in the decentralized context. Same implementer as FY 2006.

### **FY 2006 Program**

#### **SO: 685-014 Casamance Peace Process Advanced**

### **Mitigate Conflict and Support Peace**

Mitigate Conflict and Support Peace (\$825,000 DA). Working in close collaboration with the State Department and other U.S. Government agencies, USAID will help the GOS and MFDC leadership improve their negotiation skills in order to resolve their conflict and negotiate a sustainable peace settlement. At a more grassroots level, USAID will fund conflict resolution workshops and activities that bring together community leaders and members from all ethnic and political groups to identify ways of bringing a permanent end to the conflict.

USAID will ensure that programs in the Casamance focus to the greatest extent possible on the current drivers of the conflict, including underlying motives such as the drug trade, smuggling and other entrenched economic interests, political disenfranchisement, and cultural discrimination. Through health, education, and economic growth programs, USAID will address some of the critical socioeconomic needs of the Casamance. These programs will all utilize peace-promoting approaches to programming, and, where possible, target those people who are promoting conflict.

Specific activities will include: training in negotiation and conflict resolution of 50 key stakeholders; 25 in-depth workshops with current trainees; support and technical assistance for five key regional and community leaders who can effect change at the national level, especially women; and support and technical assistance for civil society actors who play an essential role in the peace process as advocates for a sustainable resolution to the conflict, including advocacy for the redress of economic inequalities and for combating entrenched interests that could continue to encourage or instigate violence. Activities will build on diplomatic efforts by the State Department and will be implemented in coordination with ANRAC, the Government of Senegal's coordinating agency for the Casamance, and other donors. Principal contractors and grantees: Planning and Development Collaborative International (PADCO).

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### **FY 2007 Program**

#### **SO: 685-014 Casamance Peace Process Advanced**

### **Mitigate Conflict and Support Peace**

Mitigate Conflict and Support Peace (\$900,000 DA). USAID will continue to support the on-going activities from 2006, making adjustments according to the progress made in achieving a sustainable peace agreement. As part of a transition to an eventual post conflict period, USAID will promote conflict resolution and peace-building through popular mediums (radio, drama groups, etc.) to promote reconciliation and healing in the wake of prolonged conflict, and to promote traditional cultural peace-building values. USAID will also provide support to consortia of civil society organizations in the

Casamance region that advocate for increased citizen participation in the democratic process, thereby increasing political empowerment of the local population and mitigating the chances of conflict returning. There will also be a continued focus on the economic drivers of the conflict in the form of advocacy for alternatives to illegal economic activities that have taken root in the region over the 24 years of instability. Principal contractors and grantees: to be determined.

## **Results Framework**

### **685-001 Sustainable Increases in Private Sector Income Generating Activities in Selected Sectors Program Title: Private Enterprise**

- 1.1: Trade and investment policy environment strengthened
- 1.2: Improved access to financial services
- 1.3: Increased use of best technical and management practices
- 1.4: Increased commercialization of non-traditional agricultural and natural products

### **685-002 Improved Local Delivery of Services and Sustainable Use of Resources in Targeted Areas Program Title: Democracy and Local Governance**

- 2.1: Increased capacity of local level institutions
- 2.2: Increased access to financial resources
- 2.3: Improved basic skills of the population
- 2.4: More effective policies and regulations related to decentralized services

### **685-003 Increased Use of Decentralized Health Services in Targeted Areas Program Title: Decentralized Quality Health Services**

- 3.1: Improved access to quality reproductive health services
- 3.2: Increased demand for quality reproductive health services
- 3.3: Increased financing of health services from internal sources

### **685-009 Improved Enabling Conditions for Peace via Economic, Social and Political Development Program Title: Casamance Conflict Resolution**

- 9.1: Improved standards of living for affected populations
- 9.2: Increased self-reliance for local development actors
- 9.3: Improved conditions for local level conflict resolution

### **685-010 Increased Access to and Improved Quality of Middle School Basic Education, especially for Girls Program Title: Middle School Basic Education**

- 10.1: Increased capacity of middle schools
- 10.2: Improve teaching and learning environment in middle schools
- 10.3: Increased participation of Local Governments and communities in education management and financing

### **685-011 Increased Economic Growth through Trade and Natural Resource Management Program Title: Economic Growth and Natural Resource Management**

### **685-012 Improved Health of Senegalese People Program Title: Improved Health of Senegalese People**

### **685-013 Better-educated Youth Program Title: Better-Educated Youth**

### **685-014 Casamance Peace Process Advanced Program Title: Casamance Peace Process Advanced**

### **685-FFP Regional Food Security and Emergency Food Aid Program Title: (None)**