



FEED THE FUTURE

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

FY21 Q1 Report Feed the Future Senegal *Nafoore Warsaaji*

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Acronyms

ACEP	Alliance de Crédit et d'Épargne pour la Production
APC	Agent Prestataire Cultivert
ARM	Agence de Régulation des Marchés
ASPRODEB	Association Sénégalaise pour la Promotion du Développement par la Base
BASIF	Banlieue Action Solidarité Immobilier Finance
BNDE	Banque Nationale pour le Développement Economique
CASADEV	Casamance Développement
CASAGRI	Casamance Agriculture
CBSP	Community Based Solution Provider
CDH	Centre pour le Développement de l'Horticulture
CMS	Crédit Mutuel du Sénégal
CNAAS	Compagnie Nationale d'Assurance Agricole du Sénégal
CLA	Collaborating, Learning, Adapting
COFINA	Compagnie Financière Africaine
COP	Chief of Party
CSP	CultiVert Solution Provider
DCOP	Deputy Chief of Party
DER	Délégation à L'Entreprenariat Rapide
DHORT	Direction de l'Horticulture
EMMP	Environmental Mitigation and Monitoring Plan
FI	Financial Institution
FtF	Feed the Future
FNAB	Fédération Nationale pour l'Agriculture Biologique
HGT	Holland Greentech
HQ	Headquarters
IPOS	Interprofession des producteurs d'Oignons du Sénégal
MEL	Monitoring, Evaluation and Learning
<i>Naf Moore Warsaaji</i>	Gardens of Abundance (in Pulaar)
LBA	La Banque Agricole
LME	Last Mile Entrepreneurs

PAMECA	Partenariat pour la Mobilisation de l'Épargne et du Crédit au Sénégal
PO	Producer Organization
PPP	Public Private Partnership
PMU	Program Management Unit
SAED	Société Nationale d'Aménagement et d'Exploitation des Terres du Delta du Fleuve
SBAR	Small Business Applied Research
SRV	Senegal River Valley
UIMCEC	Union des Institutions de Mutualiste Communautaire d'Épargne de Crédit
USAID	United States Agency for International Development
VC	Value Chain
ZOI	Zone of Influence

Executive Summary

Despite the persistence of the pandemic situation-- with the potential for a second wave in Senegal-- the activities defined in the *Naf Moore Warsaaji* work plan are being carried out in a timely manner and with continuing success. This report describes the activities that occurred during the first quarter of the second year of the Activity (Y2,Q1), beginning on October 1, 2020 and continuing through to December 31, 2020.

Feed the Future Senegal *Naf Moore Warsaaji* (*Naf Moore Warsaaji*) in collaboration with Feed the Future Senegal *Kawolor*, private sector businesses such as *Bay Seddo*, The Government of Senegal's (GoS) *Agence de Régulation des Marchés (ARM)*, Union Nationale des Commerçants et Industriels du Sénégal (*UNACOIS*), *Jappo*, and *La Banque Agricole (LBA)* have worked together to improve the trade of onions and potatoes for the upcoming agricultural season. One innovative aspect of the new model is the involvement of local middlemen called "*Bana-Bana*" who have been traditionally excluded from formal consultations around the re-structuring and upgrading of agricultural value chains. Thus, in addition to the implementation of new product packaging in 5, 10 and 25 kg bags, participants including *Bana-Banas* suggested moving to a two-tier aggregation model that will better enable *LBA* to extend more credit to smaller buyers-- which currently hovers around US \$3,391,459 for 863 clients. (See more details on this activity in Section 7.3.1.1.)

In the Podor zone, the implementation of an integrated financing model in collaboration with *Interprofession des Oignons du Sénégal (IPOS Podor)* and *FTF Kawolor*, has helped enable an agreement with *LBA* to extend \$98,916¹ USD to 191 small producers (POs), 20% of which are women producers. This agreement marks a gradual return to the use of bank credit to finance onion production. Along with better structuring of commercial transactions at collection centers, access to reliable market information remains a major obstacle to the functioning of horticultural market systems. (For more details on this activity see Section 7.3.1.1.) During Q1, *Naf Moore Warsaaji* teamed up with *ARM* to begin to digitalize the horticultural market system through the implementation of a new IT market information platform called *SYSTOCK*.

In the Southern Zone, the establishment of horticultural hubs proceeded to attract new market operators during a series of business negotiation workshops organized in the regions of Sédhiou, Kolda and Ziguinchor. These workshops were an opportunity for seven (7) primary partner market buyers (*CASAGRI*, *CASADEV*, *SENFRESH*, *BASIF*, *TAMPOU NDAGNA*, and *Grands Domaines du Saloum (GDS)*, *GIE KOR* and *FRERES*) to express their supply chain needs to producers and to negotiate the first trial deliveries. Furthermore, 7 of the 8 *Holland Greentech* demonstration and sales platforms² were outfitted with irrigation systems and solar pumping systems, in addition to establishing production plans with the member producers. These demonstration sites will not only produce for the market but will provide venues to sell technologies and irrigation systems and conduct demonstration plots, training and technical exchanges for local farmers.

In Q1, *Naf Moore Warsaaji* staff worked with the *Compagnie Nationale d'Assurance agricole du Sénégal (CNAAS)* to conduct promotional activities and rollout new horticultural insurance products in *Naf Moore* and *Kawolor* zones. 557 policies were written covering 1085 individual producers, representing 3288 ha of land under coverage and an insured capital of \$6,943,647 USD. In addition, *Naf Moore Warsaaji* supported *CNAAS* in the development of three (3) new horticultural insurance policies adapted to the needs of horticultural producers.

¹ LBA had granted 5 million credit in 2019, an increase of 989%.

² The sponsor of the Adeane site has withdrawn from the first phase. He cited problems with the dryness of his well, which he would like to have drilled before the installation of the irrigation system.

In Q1 the *Naf Moore Warsaaji* Innovation Fund selection committee reviewed 14 concept notes from potential private sector partners, four of which were selected to move to the full proposal stage for further consideration. These innovative projects represent potential Private Sector Engagements (PSE) to upgrade horticultural value chains during future seasons.

The *Naf Moore Warsaaji* team has begun to raise awareness on measures against COVID-19 in the horticultural sector through 336 radio spots in nearly 70 communes, reaching a potential audience of 585,793 inhabitants.

1. Introduction

Connexus Corporation is pleased to present the FY21 Q1 report for *Feed the Future Senegal Naf Moore Warsaaji* (*Naf Moore Warsaaji*)— now referred to locally as *Naf Moore Warsaaji*, meaning the “Gardens of Abundance” in Pulaar.

Naf Moore Warsaaji's purpose is to help smallholder horticulturalists, including those already being supported under existing *Feed the Future* activities, enhance their commercial activities and integrate smallholder farmers into existing commercial horticulture value chains. Many participants became involved in horticulture through previous USAID and *Feed the Future* livelihood, nutrition, water, and resilience activities, and are now experienced enough to focus more of their production efforts on commercial horticulture to increase their household revenues. *Naf Moore Warsaaji* is designed to engage these participants in increasingly lucrative and structured business deals with private sector partners, including input suppliers, Micro Finance Institutions (MFIs), banks, insurance companies, off-takers, and end market buyers.

Over 3 years, *Naf Moore Warsaaji* will pilot a variety of business models in collaboration with existing *Feed the Future* activities, such as *FTF Kawolor*, to help producers to develop win-win partnerships with leading market actors to produce and trade a broader range of nutritious vegetables and fruit on local, regional and national markets. *Naf Moore Warsaaji* will introduce and help structure strong partnerships between firms and producers using innovative business models, improved contracting, appropriate agricultural finance products and risk mitigation tools. The Activity will help producers organize themselves into “horticulture hubs” that will help facilitate technology transfer and provide a “one stop shop” for private sector partners to engage with large numbers of producers as well as to allow secondary businesses, such as Last Mile Entrepreneurs (LMEs) and value-added enterprises, to provide services and products to hub actors and capture more value at the local level.

This report summarizes the activities carried out and the results obtained during the first quarter of fiscal year 2021, from October 1, 2020 to December 31, 2020. Despite the persistence of the pandemic situation including the emergence of a second wave, efforts to seek strategic partnerships and enhance existing mechanisms continued. An initiative to support digital business transactions was also initiated to help adapt to COVID-19 realities. In addition, the business models described in the annual work plan, such as regional horticultural trade corridors, are beginning to take off.

2. Theory of Change

Naf Moore Warsaaji's theory of change assumes that:

IF financial service providers work with horticulture value chain actors including buyers, off-takers, input suppliers, last-mile agents, and Producer Organizations (POs) to provide innovative financial solutions that support win-win collaborations and expand access to technology solutions, while minimizing the collateral required to borrow and with terms adapted to horticultural production cycles;

IF large buyers in urban areas work with off-takers to substitute imported produce with locally produced horticultural produce that is safe, high-quality, and purchased at competitive and fair prices;

IF off-takers/intermediaries conduct win-win deals with growers to enable the time aggregation, value added and safe transport of produce to end-market buyers;

IF horticulture growers can access bundled technology and technical assistance packages from input suppliers at reasonable rates and work with firms and local service providers to increase the quantity, quality, and safety of locally produced horticultural produce;

THEN commercial investments in horticultural value chains—at both the local, regional, and national levels—will increase substantially, benefitting at least 30,000 smallholder farmers (at least 60 percent women) in Feed the Future target areas, and resulting in improved incomes, enhanced food security, and better nutrition for participant families.

3. Implementation Strategy and Phases of Intervention

3.1. *Naf Moore Warsaaji's implementation strategy*

The *Naf Moore Warsaaji* Activity is structuring local horticultural value chains into single or multi-crop horticultural “hubs”. A hub is a virtual entity, made up of sellers, suppliers, and buyers linked by business relationships around a specific crop or set of crops. As the hub evolves, it will diversify in terms of the number and type of actors, and it will expand to span local, regional, national, and even international markets.

Naf Moore Warsaaji is serving as the interim facilitator to bring together horticulture value chain (VC) stakeholders to lay the foundations of these hubs by identifying actors (suppliers of inputs and services, financial institutions, traders, aggregators, retailers) with common interests and helping them structure pilot business deals. These “win-win” pilot deals are Private Sector Engagements (PSEs) that will lead to long-term alliances between buyers, suppliers, producers, finance institutions, and other actors to upgrade horticulture value chains in the various implementation zones. *Naf Moore Warsaaji's* private sector orientation ensures commercial viability from the beginning which makes the resulting market system sustainable.

A hub's evolution will be influenced by its level of maturity, the nature and demands of the target market segments, the kinds of anchor firms initially structuring the major deals, the business models being deployed, and types of contracts being offered. *Naf Moore Warsaaji* will test four types of hubs, each being structured by a different type of lead entity or anchor firm:

- 1) For hubs whose main target markets are local, the initial focus will be on increasing the availability of healthy fruits and vegetables for local consumption and improving the quality of smallholder production to begin to fill orders from commercial buyers. These hubs may be led by input and/or agro-support service providers whose market incentives derive from input sales rather than the sales of produce.
- 2) Some VCs, such as tomatoes, require well-organized POs to prevent major losses and ensure timely delivery. When competent POs are identified in the Zones of Intervention (ZOI), the Activity will facilitate the establishment of hubs around them with deals structured and driven by them. In collaboration with *Feed the Future Senegal Kawolor (Kawolor)*, *Naf Moore Warsaaji* will work to strengthen partnerships among these PO federations and key VC actors to improve their access to technologies and services and better position them to serve more lucrative market segments.
- 3) Hubs structured by aggregators and end-market buyers will constitute an intermediate approach to serve niche market segments such as supermarkets and middle-class consumers residing in urban or peri-urban areas.

4) For VCs benefiting from broad and strong existing demand—such as onions, potatoes, and carrots—*Naf Moore Warsaaji* will work with a diversity of lead firms in both the upstream and downstream parts of the chain and finance institutions such as *LBA* to help structure and drive actions at the hub.

3.2. Phases of intervention

Naf Moore Warsaaji staff will accomplish objectives in three phases of approximately one year, each characterized by different modes of intervention, beginning with more direct implication, training, and investment by staff upfront to help organize the value chain, forging new relationships among value chain actors, and buying down risk as needed to attract private sector partners. Progressively, the mode of intervention will be lighter, less directive, and more facilitative as partners understand how to apply the model, share information, form partnerships, and conduct their own training and demonstrations. Through success stories and profit incentives, *Naf Moore Warsaaji* will catalyze private sector investment and upgrading within an array of horticulture value chains.

Pilot Phase: Innovate (Year 1): Year 1, or the pilot year, will be a year during which *Naf Moore Warsaaji* will focus on building the foundation of the various aforementioned hub profiles to test the different hub types and experiment with business models and tools, such as contracts, risk mitigation measures, and finance products. The Activity will work to establish win-win partnerships between different kinds of firms, finance partners, and producer groups, and will accompany them during the first agricultural campaign to ensure performance.

Phase II: Facilitate (Year 2): After Year 1, participants will have successfully piloted innovative models for technology, inputs, finance, production, and off-taking, and they will have provided additional clarity into the business dynamics of untested models. *Naf Moore Warsaaji* will phase out direct training and grants and, instead, facilitate technical exchanges at the hubs between VC actors to promote lesson sharing, as well as help Financial Institutions (FIs) structure deals and create new finance products that promote replication of the most promising solutions. Given the availability of funds, *Naf Moore Warsaaji* will also expand its scope to support the emergence of a diverse range of small enterprises affiliated with emerging markets in the hubs in Years 2 and 3.

Phase III: Replicate (Year 3): In Year 3, *Naf Moore Warsaaji* will focus on replicating the successes of the first years using the new models and loan products developed and based on partnerships created between value chain actors during the first two years. It will also expand the number of hubs and turn successful ones into clusters with influential power to develop the local economy.

4. Zone of Intervention

Naf Moore Warsaaji's ZOI covers four (4) agro-ecological zones: the SRV (Senegal River Valley), the Central and Southern Zones (Sine Saloum and Casamance), and the Niayes. The integration of the Niayes area into the ZOI took effect following the expansion of the *Naf Moore Warsaaji* activity in Year 1, and enables the testing of innovative technologies and business models with many of Senegal's experienced horticultural producers.

5. Exit Strategy

As *Naf Moore Warsaaji* prepares to exit, *Naf Moore* will assist partners in negotiating and formalizing their relationships through contracts that structure win-win partnerships going forward based on their initial successes and lessons learned. Participant-driven stakeholder data collection and analysis will be institutionalized to ensure that the VC actors continue to collaboratively identify

gaps, analyze challenges, negotiate solutions, and make upgrades to the value chain for the mutual benefit of all actors. The private sector partners will continue to scale their initiatives by bringing additional POs into the hubs and by replicating the hubs across the Feed the Future ZOI and the Niayes Zone.

6. Grants: *Naf Moore Warsaaji* Innovation Fund

Naf Moore Warsaaji's Innovation Fund is designed to remove barriers to finance and market access, buy down risk, and encourage private sector businesses to engage in innovative horticultural businesses, new partnerships, contracts, and financing mechanisms in order to understand the underlying business dynamics and hidden costs associated with new initiatives. The Fund is designed to enable learning and to catalyze innovative win-win collaborations that will leverage co-investments from private sector companies to upgrade key aspects of the value chains during the first two years of the project.

The initiation of the Innovation Fund, which began at the end of fiscal year 2020, was accompanied by sixty-four (64) expressions of interest from horticultural firms. Among the companies that have expressed interest, fourteen (14) have already submitted concept notes as of December 3, 2020. For evaluation purposes, the concept notes were divided into two batches and reviewed during two separate meetings of the selection committee. On December 09, 2020, the selection committee (SC) evaluated six concept notes and selected two concepts from *Bay Seddo* and *CASAGRI*. based on their innovation and potential impact to improve horticultural value chains. In addition, the second batch will be evaluated by the SC during the Q2 of FY21.

The implementation of the Holland Greentech (HGT) demonstration and production platforms is underway with joint missions between HGT, *Kawolor*, and *Naf Moore Warsaaji* staff being carried out during this quarter to finalize choices around irrigation systems and to draw up production plans. In order to tailor finance products to the needs and profiles of participating producers, the field missions were also carried out in collaboration with *Union des Institutions Mutualistes Communautaires d'Epargne et de Cr dit* (UIMCEC), which intends to provide financing for producers at 7 of the 8 sites for working capital needs as well as for the acquisition of irrigation equipment, including Rivulis drip irrigation systems and Bonergie mix pumping systems (solar and diesel). The start-up of demonstration and production activities at 7 sites is scheduled for the end of February 2021 as soon as the installation of the equipment is accomplished.

7. Activity Progress Reporting

7.1 Activity Area: Collaborating, Learning, Adapting (CLA)

7.1.1 Establish Project Learning Agenda and finalize foundational project documents

Since the startup of the Activity, the *Naf Moore Warsaaji* team has worked with USAID and *Kawolor* to establish a set of research questions and craft the Activity's learning agenda in a way that will help inform priorities and guide work planning. In Q1, *Naf Moore* initiated a project baseline study that, along with the established MEL indicators, will contribute to answering the six (6) established research questions.

As a result of the TEC increase, a number of contractual documents including the project work plan, AMELP, EMMP, and the Innovation Fund manual were revised and re-submitted to USAID for approval. During the first quarter of FY 2021, all revised contractual reports were approved.

7.1.2 Develop Baseline Methodology and Tools and Conduct Baseline Study

The baseline study will establish the initial reference point for project evaluation and MEL measurement. The activity started with the recruitment of *DataDev Africa* through a competitive selection process. During Q1, data collection operations occurred in the Niayes Zone and started in the Northern, Central, and Southern zones following the training of interviewers and supervisors. The *Naf Moore Warsaaji* team expects to receive a first draft of the baseline report at the end of January 2021. Once finalized, this report will be shared and discussed with key project stakeholders, including the *FTF Kawolor* and USAID teams.

7.1.3 Formative Value Chain Analysis

A call for proposals to conduct market analysis of horticultural value chains was launched at the end of FY2020, with Be4 Africa selected as the winning applicant. The final report, as well as fact sheets on each of the 7 target horticultural value chains, will be available during the second quarter of the current fiscal year.

7.1.4 Conduct Stakeholder Mapping to Assess Investment Ready Groups

The *Naf Moore Warsaaji* team is working on stakeholder mapping with *FTF Kawolor* to identify the strongest “investment ready” producer groups to participate in the horticulture hubs. “Investment ready” refers to producer groups that have productive resources, demonstrate a measure of past success producing with excellence, express the desire and the capacity to expand their commercial horticultural production activities, and demonstrate success in borrowing and reimbursing credit to grow their businesses. *Naf Moore Warsaaji* team has identified producer organizations and market operators, including *CASADEV*, *Club Thioassane*, *CASAGRI*, *GIE TAMPOU DAGNA*, *SENFRESH*, *PRONAT*, *FRAISEN*, and *ID BIO* to help anchor partnerships with producers in the horticulture hubs. Discussions have also been initiated with *Ferme Kinia-Bio* to act as an aggregator of horticulture produce from members of the *Fédération Nationale pour l’Agriculture Biologique (FNAB)*.

7.1.5 Gender and Youth Inclusion Analysis and Integration Plan

The findings of the ongoing baseline study and market analysis will help to better identify the major constraints and activities that mobilize youth and women. The Gender Integration Plan will use these findings to define a strategy to better position youth and women at appropriate points in the selected horticultural value chains. The final version of this plan will be shared with USAID during the second quarter of the current fiscal year.

In addition, the joint action plan established by the *Naf Moore Warsaaji* and the *Youth in Agriculture* Activities identified the following series of activities: (i) production of 3 to 5 minute short thematic videos on production and post harvest operations; (ii) support of horticultural SMI/SMEs or young entrepreneurs; (iii) elaboration of technical agricultural best practice sheets; (iv) designing of a multimedia platform in collaboration with universities and youth incubators.

After a free and open competition three proposals have been received and Djibril Dia’s company was selected as the winning service provider to design educational videos around the 5 themes: (i) *Onions in Senegal: best practices for better conservation*; (ii) *Impact of harvest operations on the quality of horticultural product: the case of exported mangoes*; (iii) *Impact of harvest operations on the quality of horticultural products: the case of bananas from Cote d’Ivoire*; (iv) *Rural entrepreneurship: How to succeed in agriculture in Senegal*; (v) *Mango value chain: control of white flies*.

7.1.6 Activity Monitoring, Evaluation and Learning (AMELP) and EMMP

As a result of the Activity's TEC (Total Estimated Cost) Increase in Year 1, the Activity indicators and targets were adjusted to match the new budget levels. However, several early targets were exceeded and an upward adjustment of all indicator targets was conducted. As a result, new targets were proposed and submitted to USAID for approval and were approved on October 6, 2020.

In addition, due to the expansion, modifications to the EMMP were made for the Niayes intervention area and the adjustments for new kinds of activities. A final version of the revised EMMP was sent to USAID for approval during the first quarter of the current fiscal year and was approved on November 30, 2020.

7.1.7 Quarterly and Annual Reporting

During the first quarter of the current fiscal year, the *Naf Moore Warsaaji* team prepared and submitted its first annual report to USAID for approval on December 10, 2020. It was approved on January 14, 2021.

7.1.8 Facilitate participative collaborations, VC assessments, adaptive management, knowledge sharing and cooperation among value chain actors to assess, document, disseminate and replicate successes

During the annual report review process, USAID suggested that the *Naf Moore Warsaaji* team establish partnerships with GoS agencies such as *Direction de l'Horticulture* (DHORT) and *Direction de la Modernisation et de l'Equipe ment Rural* (DMER). Contact with these directorates has been initiated and working sessions with these GoS agencies are being planned for the second quarter of the 2021 fiscal year.

7.2 Activity Area 2: Improve Access to Inputs, Technology and Support Services for Horticulture

7.2.1 Identify Priority VC Gaps and Create Technology Packages

Water efficiency and conservation is a major concern throughout Senegal when implementing horticultural activities. During this quarter, the *HGT Senegal* team conducted a series of field visits to assess the needs of the 8 HGT demonstration/sales platforms and to establish annual production plans. *Rivulis* and *Bonergie* provided the irrigation systems (drip kits or sprinkler kits) and surface or submerged/surface hybrid (solar/diesel) pumps for the platforms. These are being installed now.

To improve access to horticulture inputs, *Naf Moore Warsaaji* mapped input and service providers throughout the Project's intervention zones. This mapping resulted in a database of 69 input and service providers and 66 retail distribution points. Analysis of the data reveal a number of small suppliers in isolated areas with the majority of large suppliers in the regions of Dakar, Thiès, Kaolack, and Saint-Louis. It should also be noted that these large suppliers often have stores and/or franchises (the 66 retail points identified). The mapping also highlighted the low number of input distribution points in the Southern Zone. To address the gap, *Naf Moore Warsaaji* is working with *FTF Kawolor* to plan virtual technology fairs in each zone to bring input and service suppliers closer to small producers. During the fairs, business negotiations will be facilitated between the urban suppliers and rural local service providers including APCs (*Agents Prestataires Cultivert*)

supported by *Kawolor* to expand input distribution of horticultural inputs and tools and support services.

7.2.2 Strengthen Linkages to Horticultural Support Services

Nafoore Warsaaji and *FTF Kawolor* initiated a collaboration with the *Office Chérifien des Phosphates* (OCP) through its two platforms: *School Lab* (Mobile

Laboratory for Soil Fertility Analysis and Fertilizer Recommendations) and *Agrihedge*, a digital platform that helps small farmers to better manage their crops. Together, the three organizations are planning an awareness campaign on good practices and soil fertility management techniques for 3500 producers accompanied by 1050 soil fertility tests of the farmers' plots. The results of the fertility analyses of these samples will be shared during training and awareness caravans with producers. Training and awareness activities are scheduled to start during Q2 of fiscal year 2021.

In addition to the 7 HGT demonstration platforms for the first season, HGT is planning another 7 platforms for the Niayes zone, including in Thiep, Loumpoul, and Potou. The youth and gender analysis will help guide the choice of the exact placement of these new HGT sites.

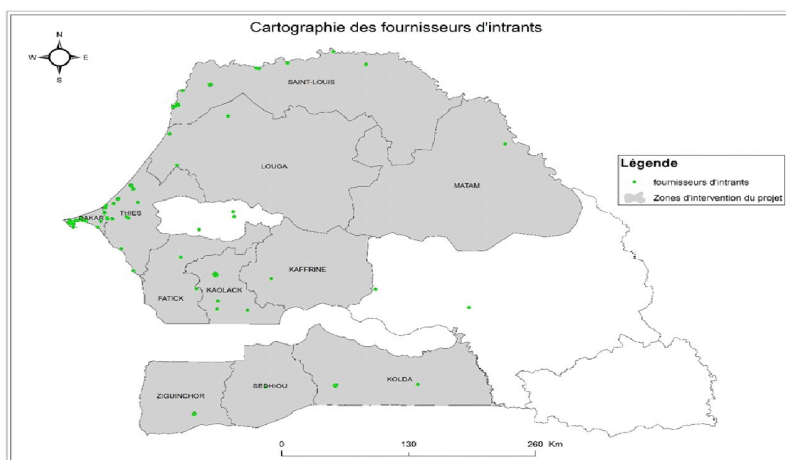
Syngenta Foundation, *FTF Kawolor* and *Nafoore Warsaaji* are collaborating on five additional production sites. One site will be exclusively dedicated to the production of tomato plants.

7.2.3 Private Sector Engagements (PSE) with input firms and supported services

The approval of grant agreement with Holland Greentech (HGT) on September 25, 2020 represented the first Private Sector Engagement (PSE) established with a private sector input supplier. Under this grant, HGT will co-invest in the creation of 20 demonstration and training/sales platforms throughout the zones of intervention to train farmers in the use of HGT technology, including improved horticultural seeds, drip irrigation, soil testing kits, and phyto-sanitary products.

In addition, the selection committee reviewed 6 concept papers for private sector engagements in horticulture. Two have been approved to move to the full proposal stage.

In partnership with *Association Sénégalaise pour la Promotion du Développement par la Base* (ASPRODEB), *Nafoore Warsaaji* staff helped map production plots selected for potato seed production. 19 sites for a total area of 30.65 ha were mapped using GPS. In addition, discussions are in progress with *La Banque Agricole (LBA)* and *Délégation à l'Entrepreneuriat Rapide (DER)* to provide credit to potato seed multipliers.



7.3 Activity Area 3: Finance and Insurance

7.3.1 New Finance Products for Horticulture

7.3.1.1. Development of Aggregation Models to Facilitate Value Chain Financing and Marketing

Naf Moore's Warsaaji's work at regional horticultural collection centers is leading to new initiatives in horticultural marketing and finance. In 2019, only 5 out of the 4,000 hectares of onions being cultivated in the Podor Zone benefited from financing from *LBA* due to the lack of transparency in commercial transactions, and high defaults by Producer Organizations. To remedy the situation, *Naf Moore Warsaaji*, in collaboration with *Kawolor* and the *Interprofessional Onion Organization of Senegal (IPOS Podor)*, initiated a pilot value chain financing program, where *LBA* the financial partner and *Bay Seddo* as the buyer. In collaboration with *ARM* and *UNACOIS Jappo*, the new aggregation model—discussed in greater detail below—is being tested for onions and potatoes during the 2020-2021 agricultural season. *LBA* is testing this model now and has extended \$3,391,459 to 863 borrowers during a pilot run.

In the Podor zone, the implementation of the integrated financing model with *IPOS Podor* and *LBA*, with a financing agreement of \$90,000 USD on 74 ha for 25 POs, lays the foundations for a gradual return to bank financing for horticultural production in the zone. The management of market risk through the involvement of a market operator (*Bay Seddo*), who agreed to purchase the entire harvest (estimated at 2,000 MT) at a minimum price of 175 fcfa/kg.

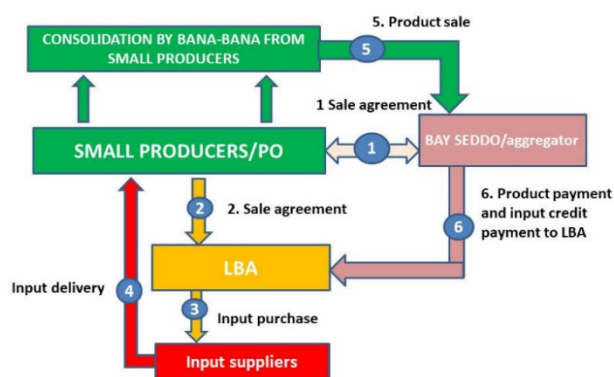


Figure 1: Onion and potato marketing and/or aggregator model

7.3.1.2 Invoice Discounting

A rapid analysis of the horticulture VCs highlighted the need to develop new financial products for *LBA* to facilitate commercial transactions between producers and traders and between traders and customers. Invoice discounting is a technique for providing finance to businesses based on future orders from buyers. Invoice discounting will enable businesses to secure working capital loans to conduct commercial deals. A consultant that has been identified to determine the best approach to set up the invoice discounting program at *LBA* was selected in September 2020. *Naf Moore Warsaaji* staff have been working with *LBA* to establish the Scope of Work contract for the consultant, who will start research in Q2. We anticipate that the new program will be operational and tested during the Q4 of FY21.

7.3.2 Insurance for Horticulture

Expanding access to risk mitigating crop insurance is critical to strengthening the resilience of small producers to climate shocks. In Q1, *Naf Moore Warsaaji* and *CNAAS* began collaborating on a communications campaign to promote three new insurance products for tomato, onion, and potatoes tailored to the particular needs of actors in these value chains. *Naf Moore Warsaaji* is working with finance partners to systematically bundle insurance into all horticultural loans. During this current season, 557 new policies have been purchased by 1085 horticultural producers, representing 3288 ha of cultivated land under coverage and an insured capital of \$6,943,647 USD. The entire horticulture portfolio of *LBA* is under insurance coverage. Next, *CNAAS* intends to roll-

out these products out with other microfinance institutions including *CMS*, *ACEP*, *PAMECAS*, *BAOBAB SENEGAL*, and *COFINA*.

7.4 Activity Area 4: Production and Hub Creation

7.4.1 Identify and Build Commercial Partnerships

Efforts to identify and establish commercial partnerships continued through the beginning of fiscal year 2021. New market operators in the central and southern zones were enlisted to help set up robust horticultural hubs. They include, among others *CASADEV*, *SENFRESH*, *TAMPOU NDANA*, *PRONAT*, and *Ferme Kinia-Bio*. These are companies specializing in the distribution of horticultural products (fruit and vegetables) in urban and peri-urban markets and with whom we have established MOUs.

- *CASADEV* and *TAMPOU DAGNA* distribute various horticultural products and is mainly positioned in the Ziguinchor market with a few customers in Dakar;
- *SENFRESH* distributes all types of horticultural products in Dakar, which is its main market. *SENFRESH* buys vegetables in the Niayes and fruit in Casamance;
- *PRONAT* is a company specializing in the manufacture of dried fruits. Nafooore is helping *PRONAT* set up a fresh mango buying program for the upcoming season;
- *Ferme Kinia-BIO* is a new partner of Nafooore specializing in the production of organic horticultural products.

7.4.2 Organize and Develop Horticulture Hubs

Hubs are a concentration of partnerships and business alliances around one or more horticultural value chains. They begin typically as bi- or tri- lateral partnerships between producers, buyers, and sometimes finance partners and are anchored, or structured and driven, by one of the partners who helps frame the ways the hub operates. As hubs grow and mature, they diversify in terms of the number and types of businesses participating in hub activities and the kinds of infrastructure that is built to serve the hub. *Nafooore Warsaaji* is experimenting with hubs anchored by four main types of firms: 1) finance institutions; 2) buyers; 3) input suppliers; 4) producer federations/cooperatives.

7.4.2.1. Hubs anchored by Finance Institutions in association with Buyers

During Q1, *Nafooore Warsaaji*, in partnership with *LBA*, *ARM* and *Bay Seddo Company* conducted a workshop with all stakeholders including the 22 main trader-importers members of *UNACOIS Jappo* to assess how to improve the trade of onion and potato at major collection centers. The meeting discussions resulted in conceptualizing a new model of aggregation that integrates local operators called "*Bana-Bana*," who have been traditionally excluded from the process of structuring agricultural value chains but who play an important role in developing and managing commercial transactions during aggregation of crops. *Bana-Bana* are often not well organized or formally registered. To remedy this, *Nafooore Warsaaji* has helped *Bana-Bana* organize into Groupement d'Intérêt Economique (GIE) which is the most flexible type of SME. These SMEs will contract with the *Bay Seddo* company to aggregate 30,000 MT of onions and 15,000 MT of potatoes for purchase during the season. In addition to the traditional 50 kg packaging bags, *Bay Seddo* will introduce 5 kg, 10kg, and 25 kg bags to open up marketing to smaller buyers. The establishment of the *UNACOIS* Purchasing Office, scheduled for Q2 of 2021, will complete the process of consolidating the horticultural market systems around an inclusive aggregation model.

7.4.2.2. Hubs Anchored by Aggregators and Buyers

During Q1, *Naf Moore Warsaaji* and *FTF Kawolor* held a series of business meetings prior to the horticultural season to assess the supply chain needs of major buyers. Production plans to address these needs have been created with producers. *Naf Moore Warsaaji* is helping formalize business relationships through standardized contracts. Collaboration with *Club Tioossane*, *Afrikamart*, *Sénégal Progresse*, and *BASIF* are gradually taking shape with the first purchases of 43 MT of horticultural products from 8 POs, representing cumulative sales of \$35,850 USD from about 280 producers. While the volumes marketed with its operators were admittedly modest in Q1 as they occurred at the opening of the horticultural season (over the period from November to December) when production was not in full swing; we anticipate that the amounts traded will climb in Q2 once harvests are collected.

In addition to the consolidation of horticultural hubs around the existing market operators (*Club Tioossane*, *Sénégal Progresse*, *Afrikamart*, *BASIF*) with total purchases estimated at 43,773 Kg in volume from 8 POs (over the period from November to January), *Naf Moore Warsaaji* quickly proceeded to establish the foundations of horticultural hubs through new partners in the Central and Southern zones: *CASADEV*, *SENFRESH*, *TAMPOU GNANA*, *PRONAT*, and *CARITAS*. The establishment by *Kawolor* of 30 clusters of horticultural producers and the initiation of partnerships with *Belgium Development Agency Funded Activity*, *PARERBA (Projet d'Appui à Réduction de l'Émigration Rurale dans le Bassin Arachidier)*, the *Chambre de Commerce de Kaolack* and *CARITAS* will play a crucial role in the process of setting up these horticultural hubs.

For the Okra VC, *Naf Moore Warsaaji* staff have been working with *BNDE*, *LBA*, and buyer *AGRO-ASTEL* on improving the okra value chains for export. In addition to exploring potential finance roles for *BNDE* and *LBA*, *Naf Moore Warsaaji*'s team started financial management and accounting coaching for *AGRO-ASTEL* staff based on a rapid needs assessment. The needs assessment has also revealed a need for technical capacity building in quality control in accordance with GoS export standards. With *Kawolor*, a capacity building program to improve production and quality will be implemented with farmers while *Naf Moore Warsaaji* will support the upgrading of *AGRO-ASTEL*'s processing unit to enable *AGRO-ASTEL* to start diversifying its product lines and target new market segments. It is also important to note the start of a partnership with *AGROBOUMAT*, another buyer of okra that intends to establish an export okra hub in the middle SRV zone. Finance and marketing coaching will also be provided to at least thirty partner (30) SMEs to build their capacities and reinforce their position in the horticulture value chain.

Naf Moore Warsaaji has established a collaboration with *UNACOIS Jappo* (the association of Senegal's major vegetable importers) that will expand prospects for working in horticultural value chains. *UNACOIS* is helping establish purchasing contracts with *Bay Seddo* and intends, with the support of *Naf Moore Warsaaji*, to conduct a series of stakeholder meetings to explore the establishment of a new purchasing office where orders from traders-importers will be centrally handled.

7.4.2.3. Hubs anchored by Input Supply and Agricultural Support Services Firms

Following the signature of its innovation fund grant agreement, *HGT Senegal*, in collaboration with *Naf Moore Warsaaji* and *FTF Kawolor* conducted several field visits to visit identified producer organizations to establish the annual production plans and finalize the equipment assessments for 7 sites. All equipment was procured, and the installations are expected to be finalized by the end of February 2021. The discussions with *UIMCEC* on the financing of the equipment as well as input credits for participating farmers have been finalized and the procedures for account creation

have been initiated. For the North Zone and the Niayes, the option of financing from *LBA* is being explored.

Towards the development of the potato seed VC, *Naf Moore Warsaaji*, in association with *ASPRODEB*, *DER* and *LBA*, helped geo-reference 17 potato seed multiplier plots of about 30.65 ha. *DER* and *LBA* will cover the financing needs of all operations (production, packaging, etc.).

7.4.3 Create Hub Business Plans

During the current quarter, the *Naf Moore Warsaaji* and *HGT Senegal* teams held a series of technical meetings to conduct financial simulations to assess the profitability of each of the 7 sites according to the established production plans. This financial simulation model will be sent to partner financial institutions as a tool to help them assess risk of the applications submitted for financing.

Naf Moore Warsaaji has also started the process of working with *Exoticca Market* to develop a business plan to pilot a project in the bulk storage of 30,000 MT of onions in the Senegal River Valley. *Naf Moore Warsaaji* is assisting *Exoticca Market* in the development of the Business Plan and aiding in fundraising operations. *Naf Moore Warsaaji* is also helping *Exoticca Market* connect to *West Africa Capital Advisors* of the *Locafrique Group* to discuss investment and fundraising strategies.

7.5 Activity Area 5: Aggregation, Off-taking, Value Added and End Markets

7.5.1 Improve Aggregation of Horticultural Produce

One of the major challenges in building horticultural market systems to benefit small producers remains the creation of a robust logistics network that will support increasing volumes of produce, despite the comparatively small volumes that smallholders currently provide to the market.

In the South and Central zones, *Kawolor* and *Naf Moore Warsaaji*'s response was to organize smallholder horticultural producers into thirty (30) clusters, covering 140 production sites. (See Annex 3: Hub sites by Geographical Zones)

Next, a series of trade negotiation workshops was organized in the regions of Sédhiou, Kolda, and Ziguinchor with five (5) partner market operators: *CASAGRI*, *CASADEV*, *SENFRESH*, *BASIF*, and *TAMPOU NDAGNA*, to share their product needs and make the first test orders.

The previously discussed aggregation model in the Niayes and Senegal River Valley Zones with *Bay Seddo*, *ARM*, *LBA*, and *UNACOIS Jappo* provides a new channel to substantially improve markets for approximately 30,000 tons of onions and 15,000 tons of potatoes.

7.5.2 Establish Quality Standards and Price Differentials

Naf Moore Warsaaji is working with *AFRIKAMART*, *Club Tiossane*, *Sénégal Progresse*, *Bay Seddo*, *BASIF*, *AGROASTEL*, and *AGROBOUMAT* to identify regional and local producer organizations or last mile agents to act as local aggregators and to ensure quality control in accordance with established standards.

Alongside the establishment of local collection points with *AfricaMart* in the Niayes Zone (*Notto and Potou*), *Naf Moore Warsaji* is helping existing market operators and aggregators set up quality standards which will be integrated into commercialization contracts with small producers. In addition, the above-mentioned aggregation model with *Bay Seddo* will help implement a packaging of 5, 10, 25 kg bags which are better tailored to the needs of buyers.

In the Niayes zone, *Naf Moore Warsaaji* is also exploring the possibility of collaborating with the DHORT to support stakeholders in the adoption of good agricultural practices including quality certification.

7.5.3. Improve trade and establish inter-regional trade corridors

Naf Moore Warsaaji continues its efforts to improve horticultural trade between market operators positioned in national urban and peri-urban markets in different regions. The implementation of horticulture hubs and the operationalization of the aggregation model described in Figure 1 will contribute to the establishment of regional trade corridors for vegetables of mass consumption such as, to begin with onions and potatoes. As additional Value chains get established and production increases, they will be able to take advantage of the infrastructure created by trading the highest demand products.

7.5.4. Work with VC actors to introduce and improve digital platforms to facilitate the marketing of horticulture products

Another main challenge of the horticultural sector is the reliability of the data on production and trade, which has an adverse impact on national planning and political decisions, such as the freezing of imports, and prohibits major buyers from being able to anticipate supply and fix prices during the marketing season. *Naf Moore Warsaaji* is working with *Sankofa 2.0*, *ARM*, the management committees of the collection centers, and *LBA* to develop an IT platform to gather data on inventories and produce flows at the level of regional collection centers. The managers of the collection centers will also be equipped and trained in the use of tablets and computers to ensure the correct inputs of data. A web-based user interface and cell phone application are also being designed.

In addition, *Naf Moore Warsaaji* is supporting firms in the digitalization of their own data. *FRAISEN*, a firm active in the strawberry value chain, is being supported in GPS mapping of the strawberry production zones in the development of its proprietary e-commerce platform (www.fraisen.net).

LBA is a major financial partner of horticultural producers throughout the ZOI; in order to expand its lending, the bank needs to better understand the size of the parcels being cultivated by its clients who request loans so that it can verify that requested loans are “right sized” for the scope of each activity been financed. *Naf Moore Warsaaji* in collaboration with *Kawolor*, is helping *LBA* map its horticultural portfolio in Niayes area, and 400 producer parcels have already been geo-referenced. Clients in the Senegal River Valley will be mapped during Q2 of the current fiscal year.

7.5.5. Improve synergies between the key players in the horticultural value chains

Naf Moore Warsaaji and *ARM* initiated discussions around planning and co-financing of a stakeholder workshop on the establishment of a purchase office for major buyers, to allow a range of VC stakeholders in the regions to understand and discuss priorities for value chain upgrading.

7.5.6. Develop and improve market infrastructure:

Naf Moore Warsaaji is currently working to improve aggregation and market infrastructure for horticultural products:

- ⇒ **Establishment of a central purchasing center with UNACOIS Jappo:** this project aims to establish a central collection center with a capacity to handle 60,000 MT and a modular cold room storage sufficient for 2,000 MT near to regional collection centers. *Naf Moore Warsaaji* is assisting UNACOIS in the development of the Business Plan, up-lifting operations, and is discussing with *ARM* and *IPOS* for the establishment of leases.

⇒ **Implementation of modular cold rooms in the Niayes Zone:** *Naf Moore Warsaaji* is currently working with *Bay Seddo* to put in place a cold storage capacity of 1,000MT to be operational during Q3/Q4 of fiscal year 2021. *Naf Moore Warsaaji* will support *Bay Seddo* in its fundraising operations with partner financial institutions like *LBA*.

7.6 Area 6: Other COVID 19 Related Activities

7.6.1. Strengthen and improve the application of barrier measures related to COVID-19

To reinforce the adoption of barrier measures to contain the transmission of the coronavirus in horticultural environments, a mass awareness campaign was conducted with 10 community radio stations in the Activity's intervention zones. Thus, 336 radio spots were broadcasted in nearly 70 communes, reaching a potential audience of 585,793 people.

In addition to the organization of programs on community radio stations, *CNAAS* integrated awareness messages promoting horticultural insurance. Anti-Covid kits (masks and hand sanitizer) will be provided during workshops and field missions to workshop participants.

7.6.2 Support to Horticulture VC actors in horticultural value impacted by COVID-19 pandemic.

Naf Moore Warsaaji's key partners have all been impacted by the continuing pandemic situation. As a result, efforts to consolidate the resilience of SMEs affected by the pandemic were maintained during the first quarter of the current fiscal year. The baseline study will help capture the number of supported SMEs impacted by the COVID-19. In addition, financial and commercial coaching program priority will be given to SMEs that are strongly impacted by the current pandemic.

7.7. Implementation Tracking Table

Activities	Implementation Status/Actions Undertaken	Lead	Lead Staff Members Involved	External Stakeholders
7.1 Activity Area 1: Collaborating, Learning, Adapting (CLA)				
7.1.1. Articulate and Implement Learning Agenda				
Sub activity 1: define and pre-validate the research questions around the central themes and propose research methodology.	Completed: research questions defined and validated (see Activity area 1 of the present document).	MEL Specialist	PMU, COP/DCOP. Kawolor M&E team	
Sub activity 2: hold an e-meeting with USAID EG team to validate the research questions and research methodology.	Research questions shared with USAID on the e-meeting on the work planning session on 21 April 2020. These questions are also included in the AMELP which is submitted for approval.	MEL Specialist	PMU, COP/DCOP. Kawolor M&E team	USAID EGO Team
Sub activity 3: formative literature review around learning themes.	Market analysis study carried out by Be4 Africa (expected to receive the final report during FY21Q2).	MEL Specialist	PMU, COP/DCOP. Kawolor M&E team	Consultant (Be 4 Africa)
7.1.2 Develop Baseline Methodology and Tools and Conduct Baseline Study				
Sub activity 1: design of the SOW, methodology, and questionnaire for the baseline study and validation by USAID.	Completed the SOW defined and launched for the recruitment of a consultant. Baseline will be carried out in FY21Q1 and Q2.	MEL Specialist	PMU, COP/DCOP/MEL Assistant Kawolor M&E team	USAID EGO Team
Sub activity 2: carry out the baseline study.	Ongoing process, baseline study started during FY21Q1 with the selection of the Consultant DATADEV.	MEL Specialist	PMU, COP/DCOP/MEL Assistant Kawolor M&E team	Consulting firm (DataDev)
Sub activity 3: submit the 1st draft of the baseline report to USAID for approval.	Nafoore Warsaaji plans to submit the first draft of the baseline in FY21Q2.	MEL Specialist	PMU, COP; DCOP/MEL Assistant Kawolor M&E team	USAID EGO Team

Activities	Implementation Status/Actions Undertaken	Lead	Lead Staff Members Involved	External Stakeholders
7.1.3 Formative Value Chain Research and Market Analyses				
Sub activity 1: review M&E data from Kawolor Project and other existing studies.	Completed: MEL Specialist is reviewing M&E data from Kawolor. In addition, the MEL Specialists of the two Activities are working in close collaboration including sharing tools and methodologies.	MEL Specialist	PMU, COP /DCOP /MEL Assistant/ Agriculture VC and Capital Access, Agriculture, and market Kawolor M&E team	
Sub activity 2: conduct value chain mapping and analyses, including existing finance services.	Value chain mapping and analyses are included in the VC market analysis study that started during FY21 Q1.	VC and Capital Specialist	Nafoore Warsaaji team	Consultant (Be 4 Africa)
Sub activity 3: carry out a SWOT and risk analysis for targeted crops in ZOI and the Niayes Zone.	SWOT and risk analysis are included in the market analysis study that started during FY21 Q1.	VC and Capital Specialist	Nafoore Warsaaji team	Consultant (Be 4 Africa)
Sub activity 4: conduct a gap analysis around offer and demand of major horticulture crops at the ZOI level and the Niayes zone to identify leverage points and key technology solutions needed.	This sub-activity is included in the market analysis study which started during FY21 Q1.	VC and Capital Specialist	Nafoore Warsaaji team	Consultant (Be 4 Africa)
Sub activity 5: collecting data from Kawolor project and other VC studies to map market dynamics in target areas.	Data from Kawolor and other studies received and reviewed but need additional information to establish the market dynamics mapping. This is a consideration in the VC market analysis (which is currently underway).	MEL Specialist	Nafoore Warsaaji and Kawolor team (Agriculture and markets systems specialists)	
Sub activity 6: identify and disaggregate different market segments and stakeholders in target areas including the Niayes Zone.	This sub-activity is also included in the market analysis study which started during FY21Q1.	VC and Capital Access Specialist	Nafoore Warsaaji and Kawolor team	Consultant (Be 4 Africa)

Activities	Implementation Status/Actions Undertaken	Lead	Lead Staff Members Involved	External Stakeholders
Sub activity 7: carry out a market analysis detailing the dynamics and growth potential of each market segment at national and regional levels to determine target crops, markets, and market segments.	This sub-activity will also be included in the market analysis study scheduled to be carried out in FY21Q1.	VC and Capital Access Specialist	Nafoore Warsaaji and Kawolor team	Consultant (Be 4 Africa)
7.1.4 Conduct Stakeholder mapping to assess investment ready groups				
Sub-activity 1: Help design criteria evaluation sheet.	Completed; Based on 6 criteria, 8 sites were selected for the first phase. The 12 remaining sites will be chosen during the next quarter.	COP	Kawolor and Nafoore Warsaaji technical teams	Holland Greentech and producers
Sub-activity 2: Review and agree with Kawolor on selection of Pilot groups.	8 demo sites already selected: 4 in the South, 2 in the Center and 2 in the North.	COP	Kawolor and Nafoore Warsaaji technical teams	Holland Greentech and producers
Sub-Activity 3: identify POs and private producers that serve as aggregators or consolidators.	Agriculture and market specialists are identifying these entities in the ZOI including the Niayes Zone.	Agriculture and markets Systems Specialists	Nafoore Warsaaji Team	
7.1.5 Gender and Youth Inclusion Analysis and Integration Plan				
Sub-Activity 1: Work with USAID CLA team to design a “barrier analysis” study around gender and youth.	Ongoing process: this will be included in the design of the Youth and gender integration plan, scheduled to be carried in FY21Q2.	Communications Specialist	Nafoore Warsaaji Team	USAID EGO Consultant
Sub-Activity 2: report findings and adapt activities to account for recommendations.	Ongoing process: this will be included in the design of the Youth and gender integration plan, scheduled to be carried in FY21Q2.	Communications Specialist	Nafoore Warsaaji Team	Consultant
Sub-Activity 3: collaborate with Feed the Future Youth in Agriculture Project to develop short videos, implement e-learning platform, and support youth entrepreneurs and youth-run MSME to adapt to COVID-19 and related market changes.	Ongoing process: strategic action co-designed; making of short videos around 5 educational topics started.	Agriculture and Market Systems Specialists	Nafoore Warsaaji’s and Youth in Agriculture Technical team, Communications Specialist	Universities and external experts
7.1.6 Activity Monitoring, Evaluation and Learning Plan (AMELP) and EMMP				

Activities	Implementation Status/Actions Undertaken	Lead	Lead Staff Members Involved	External Stakeholders
Sub activity 1: design approach and set M&E tools to monitor and inform key indicators.	Completed: indicators designed, and targets set. These are included in the AMELP submitted to USAID for approval.	MEL Specialist	DCOP, COP, PMU Kawolor M/E Team	
Sub activity 2: implement a stakeholder-driven M&E system within stakeholders involved in different innovation hubs and pilots.	Ongoing process	MEL Specialist	Nafoore Warsaaji and Kawolor Teams	
Sub activity 3: pre-selection of indicators and set targets and organize meeting with COR and MEL team at USAID for validation.	Completed: Indicators defined, and targets set and included in the AMELP document. Meeting with COR and USAID MEL Specialist held in FY20 Q4.	MEL Specialist	Nafoore Warsaaji and Kawolor Teams COR and MEL team at USAID	
Sub activity 4: submit AMELP draft with PITT table to USAID for review.	Completed: AMELP Draft submitted to USAID on 06/08/2020. a second AMELP was submitted to USAID and approved on 01/21/2021	MEL Specialist	PMU, COP/DCOP. Kawolor M&E team	
Sub activity 5: hire a consultant for the elaboration of the EMMP.	Completed: the consultant, Cecilia Heermans hired.	PMU	Nafoore Warsaaji Local team	Consultant (Cecilia Heermans)
Sub activity 6: organize a pre-validation meeting and submit the EMMP 1st Draft to USAID for Approval.	Completed: EMMP First Draft submitted on 06/08/2020 to USAID for approval. Due to TEC increase, The EMMP was updated.	PMU	Nafoore Warsaaji Local team EGO Team	
Sub activity 7: organize stakeholder data collection orientation sessions at the 10 innovation hubs.	Ongoing process scheduled in. FY21Q2	MEL Specialist	Nafoore Warsaaji Local and Kawolor teams	
7.1.7 Quarterly and Annual Reporting				
Sub activity 1: elaborate and submit quarterly reports to USAID for approval.	Ongoing process: all quarterly reports were submitted on time.	PMU/DCOP	COP, MEL Specialist Kawolor Team PMU	

Activities	Implementation Status/Actions Undertaken	Lead	Lead Staff Members Involved	External Stakeholders
Sub activity 2: elaborate and submit the Y1 annual report for approval.	FY20 annual report submitted on 30 October 2020. Nafore Warsaaji received the validated annual report during FY21Q1.	COP	PMU, Nafore Warsaaji Team	
Sub activity 3: joint presentation with Kawolor to USAID reporting on core lessons learnt and best practices at innovation hubs.	Activity to be carried out at the end of the fiscal year 2021.	COP	Nafore Warsaaji and Kawolor Teams	USAID EGO Team

7.1.8 Facilitate participative stakeholder assessment, adaptive management, knowledge sharing and cooperation among value chain actors to assess, document, disseminate and replicate successes.				
Sub activity 1: organize annual workshops at innovation hubs to share core lessons learned and best practices among producers and private sector partners.	Scheduled in FY21Q4	Communication Specialist	PMU, Nafore Warsaaji and Kawolor team	VC Partners
Sub activity 2: elaborate and share regular newsletters featuring project innovations and successes with participants and private sector partners.	First Draft of the newsletter planned to be shared in FY21Q2	Communication Specialist	PMU/Nafore Warsaaji Local and Kawolor Teams	Consultant
Sub activity 3: organize technical exchanges to share information and practices amongst producer organizations (farmers from Niayes areas and FtF ZOI).	Scheduled in FY21Q4	Communication Specialist	Kawolor and Nafore Warsaaji teams	VC Partners
7.2. Activity Area 2: Improve Access to Inputs, Technology and Support Services for Horticulture				
7.2.1 Identify priority gaps and create technology packages				
Sub activity 1: map local input suppliers at ZOI (including the Niayes zone) and national levels.	Completed: Nafore Warsaaji undertook a mapping analysis of inputs suppliers during FY21Q1: 69 inputs suppliers identified in the ZOI	VC and Capital Access Specialist	Nafore Warsaaji and Kawolor Teams	Consultant

Activities	Implementation Status/Actions Undertaken	Lead	Lead Staff Members Involved	External Stakeholders
Sub activity 2: selection of target input suppliers and signing of MOUs.	Ongoing discussion with OCP to implement two projects (School LAB and Agrihedge) Partnership with Syngenta foundation to implement 5 farmers in the North of Senegal.	Agriculture and Market Systems Specialist – North Zone	Nafoore Warsaaji and Kawolor Team	
Sub activity 3: based on gap analyses and identified key leverage points, help firms create bundles of technologies packages tailored to the needs of POs within the innovation hubs and pilots.	Ongoing process: Sub-activity to be undertaken after the finalization of the VC market analysis Study.	VC agriculture and Capital Access Specialist	Nafoore Warsaaji and Kawolor Team	APC, POs Private sector Partners
7.2.2 Strengthen linkages to horticultural support services				
Sub activity 1: organize business meetings to link selected input suppliers with target APC to provide proximity support services to hubs.	Ongoing process, scheduled to be undertaken during FY21 Q2 and Q3.	DCOP	Nafoore Warsaaji and Kawolor Teams	APC, POs Private sector Partners
Sub activity 2: organize business meetings to link selected input suppliers with POs in the hubs.	Ongoing process, scheduled to be undertaken during FY21 Q2 and Q3.	DCOP	Nafoore Warsaaji and Kawolor Teams	APC, POs Private sector Partners
Sub activity 3: support input suppliers, POs, and APC to formalize their partnerships.	Ongoing process, scheduled to be undertaken during FY21 Q2 and Q3.	DCOP	Nafoore Warsaaji and Kawolor Teams	APC, POs Private sector Partners
Sub-Activity 4: support to ASPODEB SA and LBA to implement a seed potato value chain pilot.	Ongoing process: georeferencing of the 19 selected sites. Nafoore Warsaaji is supporting ASPRODEB to design a financing mechanism and raise funds from LBA.	Agriculture VC and Capital Access Specialist	Nafoore Warsaaji and Kawolor Teams	ISRA, private seed producers, LBA, OCP and DISEM
Sub-Activity 5: implementing farmers hubs models in the ZOI including the Niayes.	Ongoing partnership with Syngenta foundation to implement 5 farmers hubs in the North of Senegal: 5 sites already selected; Nafoore Warsaaji will support these farmers and their producers' networks to access to credit and market.	Agriculture and market systems Specialist- North Zone	Nafoore Warsaaji and Kawolor Teams	Syngenta Foundation, Network Manager
7.2.3 Public Private Partnership (PPP) with input suppliers and supported services firms				

Activities	Implementation Status/Actions Undertaken	Lead	Lead Staff Members Involved	External Stakeholders
Sub activity 1: identify and select 8 demonstration sites at the FtF ZOI level for Year 1.	Completed: the 8 demo sites were selected (4 in the South, 2 in the North and 2 in the Center).	MEL Specialist	Naf Moore Warsaaji Local Naf Moore Warsaaji and Kawolor Teams)	APC, POs Private sector Partners
Sub activity 2: budget the operational costs for the implementation of demonstration sites.	Completed	DCOP	Naf Moore Warsaaji and Kawolor Teams	HGT APC, POs
Sub activity 3: support HGT to implement the demonstration sites with APC to provide high quality support.	Ongoing process: the 7 demo sites are planned to be Fully operational in late FY21Q2; HGT will help these sites to get access to input.	Agriculture and Market System Specialist	Naf Moore Warsaaji and Kawolor Teams	APC, POs HGT and other Private sector Partners
Sub activity 4: Identify buyer for the HGT pilot sites.	Four buyers are identified (Club Tio ssane, Senegal Progress, Afrikamart and BASIF). Business meetings will be organized during FY21Q2 and Q3 when the cropping plans are finalized.	Agriculture and Market System Specialist	Naf Moore Warsaaji and Kawolor Teams	Buyers
Sub activity 5: Negotiate campaign financing for input with MFI.	Ongoing process	Agriculture and Market System Specialist	Naf Moore Warsaaji and Kawolor Teams	MFI/Bank
Sub activity 6: monitor the demonstration sites at innovation hub levels.	To be undertaken at the end of the crop season.	Communication Specialist	Naf Moore Warsaaji and Kawolor Teams	APC, POs HGT and other Private sector Partners
Sub activity 7: annual participative assessment of the demonstration sites with hub POs and HGT and demonstration activities with new POs.	To be undertaken at the end the horticulture season	Agriculture and Market System Specialist	Naf Moore Warsaaji and Kawolor Teams	APC, POs HGT and other Private sector Partners
Sub- activity 8: establishing other PPPs	Partnership with ASPRODEB and Syngenta Foundation to respectively implement a first potato seed value chain and 5 farmers hubs models: MOU with ASPRODEB signed and activities with these two entities are underway.	COP	Naf Moore Warsaaji and Kawolor Teams	ASPRODEB SA, OCP, ISRA, DISEM, seed Producers

Activities	Implementation Status/Actions Undertaken	Lead	Lead Staff Members Involved	External Stakeholders
7.3 Activity Area 3: Finance and Insurance				
7.3.1 New finance products for Horticulture				
Sub-activity 1: conduct detailed assessment and mapping of existing finance services for horticulture in the regions.	Discussions with major financial institutions gave a picture of existing financing services for VC horticulture. Need to be completed by the VC market analysis Study.	COP	Nafore Warsaaji Local Team Kawolor Team (Finance Specialist, DCOPs, fields agents)	Consultant
Sub activity 2: adapt existing finance products for the needs and profiles of POs within the hubs.	Support LBA in collaboration with Bay Seddo, ARM to implement an aggregation model around the grouping centers that help secure the horticulture loan portfolio of US\$3,391,459 for the benefit of approximately 1000 onions and potato producers. Implementing the first integrated financing mechanism in collaboration with IPOS Podor that helps small farmers access to bank loans. Thanks to the mechanism, LBA financed US\$114,000 for the benefit of 200 smalls producers.	COP	Nafore Warsaaji Local Team Kawolor Team (Finance Specialist, DCOPs, fields agents)	ECOBANK, LBA ACEP
Sub activity 3: design and implement integrated financing models for Ecobank, LBA, Locafrique and ACEP for horticulture VC.	Support LBA in collaboration with Bay Seddo, ARM to implement an aggregation model around the grouping centers that help secure the horticulture loan portfolio of US\$3,391,459 for the benefit of approximately 1000 onions and potato producers. Implementing the first integrated financing mechanism in collaboration with IPOS Podor that helps small farmers access to bank loans. Thanks to the mechanism, LBA financed US\$114,000 for the benefit of 200 smalls producers.	COP	Nafore Warsaaji Local Team Kawolor Team (Finance Specialist, DCOPs, fields agents)	ECOBANK, LBA ACEP

Activities	Implementation Status/Actions Undertaken	Lead	Lead Staff Members Involved	External Stakeholders
Sub activity 3.1: Implementing a pilot of Collateral management in horticulture value chain.	Support LBA in collaboration with Bay Seddo, ARM to implement an aggregation model around the grouping centers that help secure the horticulture loan portfolio of US\$3,391,459 for the benefit of approximately 1000 onions and potato producers. Implementing the first integrated financing mechanism in collaboration with IPOS Podor that helps small farmers access to bank loans. Thanks to the mechanism, LBA financed US\$114,000 for the benefit of 200 smalls producers.	COP	Nafoore Warsaaji Local Team Kawolor Team (Finance Specialist, DCOPs, fields agents)	LBA, DER, DHORT, IPOS, ARM
Sub activity 4: support LBA in the development of invoice discounting, and other receivables-backed financing products.	Ongoing process: selection of the consultant in progress.	COP	Nafoore Warsaaji Local Team Kawolor Team (Finance Specialist, DCOP)	Consultant firm, LBA
Sub activity 5: organize training sessions for loan officers of FI, on tools and approaches to implement VC finance mechanisms for horticulture.	Activities rescheduled due to COVID 19 context.	Communication Specialist	Nafoore Warsaaji Local Team, PMU Kawolor Team (finance specialist, DCOP)	Individual Consultants, Ecobank, COFINA, UIMCEC, BNDE, LBA
Sub-Activity 6: support to Locafrique to develop and/or promote the micro-leasing financing to cover the financing needs for small equipments.	Ongoing process: first business meeting held during FY21Q1, other business meetings will be held during FY21Q2 and Q3.	Agriculture and Market Systems Specialist- Niayes Zone	Nafoore Warsaaji Local Team and Kawolor	Locafrique

Activities	Implementation Status/Actions Undertaken	Lead	Lead Staff Members Involved	External Stakeholders
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7.3.2. Micro-Insurance for Horticulture				
Sub activity 1: sign MOU with CNAAS to set objectives and activities for Year 1.	Completed: MOU signed with CNAAS.	DCOP	Nafuore Warsaaji Local Team Kawolor Team (finance specialist, DCOPs, Agricultural specialist, field agents)	CNAAS
Sub activity 2: support CNAAS to develop/adapt horticulture insurance products to innovation hubs and to HGT pilots.	557 policies taken out by 381 individual producers and 176 producer organizations and representing 3,238 ha under cover and an insured capital of US \$ 6,943,647, Awareness campaign around anti covid barrier measures was also undertaken alongside the promotional activities.	DCOP	Nafuore Warsaaji Local Team Kawolor Team (finance specialist, DCOPs, Agricultural specialist, field agents)	POs, APC CNAAS
Sub activity 4: organize training and awareness workshops at innovation hubs on horticulture insurance products.	Ongoing process	Agriculture and Market System Specialists	Nafuore Warsaaji and Kawolor Teams	POs, APC CNAAS
Sub-Activity 5: support to CNAAS to promote the horticulture insurance at the ZOI and the Niayes zones: activities undertaken will integrate awareness raising on the application of barrier measures to limit COVID 19.	Ongoing process: 557 policies taken out by 381 individual producers and 176 producer organizations and representing 3,238 ha under cover and an insured capital of US \$ 6,943,647, Awareness campaign around anti covid barrier measures was also undertaken alongside the promotional activities.	Agriculture and Market System Specialists	Nafuore Warsaaji and Kawolor Teams	POs, FIs CNAAS
7.4. Activity Area 4: Production and Hub Creation				
7.4.1. Identify and Build Commercial Partnerships				
Activities	Implementation Status/Actions Undertaken	Lead	Lead Staff Members Involved	External Stakeholders
Sub activity 1: identify and select commercial partners to be involved in pilot hubs.	First test purchases of horticultural products from existing aggregators amounting to volumes of	Agriculture and Market Systems and	Nafuore Warsaaji and Kawolor Team	

	nearly 20 tons, i.e. cumulative sales of US \$ 14,091 from around 300 producers. Nafoore Warsaaji is collaborating with new aggregators/traders: CASAGRI, CASADEV, PRONAT, TAMPOU DAGNA, SENFRESH, GDAS (Grands Domaines du Saloum), GIE KOR et FRERES, to build horticulture hubs in the center and South of Senegal. Kawolor set up 30 horticulture clusters that help aggregation of products and ease commercial operations with identified market operators.	Capital Access Specialists		
Sub activity 2: help selected commercial partners to set quality standards and clear working protocols with POs at hubs accompanied by tiered pricing.	Ongoing process	Agriculture and Market Systems and Capital Access Specialists	Nafoore Warsaaji Local team Kawolor team	POs, private sector partners
Sub activity 3: organize business meetings between selected commercial partners and POs at pilot hub level.	Business meetings organized between Club Tioassane, Senegal Progress and POs in the ZOI during FY20Q4. First test purchases of horticultural products from existing aggregators amounting to volumes of nearly 20 tons, i.e. cumulative sales of US \$ 14,091 from around 300 producers.	Agriculture and Market Systems and Capital Access Specialists	Nafoore Warsaaji Local Team Kawolor Team	POs Private sector Partners

Activities	Implementation Status/Actions Undertaken	Lead	Lead Staff Members Involved	External Stakeholders
Sub activity 4: support stakeholders involved to formalize their business relationships and help develop contracting templates.	Ongoing process	Agriculture and Market Systems and Capital Access Specialists	Nafoore Warsaaji Local Team Kawolor Team	POs Private Sector Partners
7.4.2 Organize and develop horticulture Hubs				

Sub activity 1: identify investment ready producer groups to develop horticulture hubs.	Three horticulture hubs are implemented: - Hub driven by FI: collaboration with the LBA - Hub driven by aggregators: Club Tiossane and Senegal Progresse - Hub driven by input supplier/supported services firm: the 8 HGT demo sites The identification of other investment ready producer groups is underway.	Agriculture and Market Systems and Capital Access Specialists	Nafooore Warsaaji Local Team Kawolor Team	FIs, Traders and OP
Sub activity 2: help horticulture hubs to integrated more small farmers, negotiate, and establish clear working protocols between the hub POs and with partner firms/	Ongoing process	COP	Nafooore Warsaaji Local and Kawolor Teams	POs, Private sector Partners
Sub-activity 3: implementing of 10 horticulture micro-projects in close collaboration with Kawolor/	Ongoing process	COP	Nafooore Warsaaji Local and Kawolor Teams	POs, Private sector Partners
Sub-Activity 4: implementing 23 horticulture clusters to ease business relationship between small farmers and buyers.	Ongoing process	COP	Nafooore Warsaaji Local and Kawolor Teams	POs, Private sector Partners
7.4.3 Create Hub Business Plans				
Sub activity 1: establish the 3 years BP for each innovation Hub.	Ongoing process Nafooore Warsaaji is supporting Exoticca Market to design BP for the development of a horticulture Hub in the Senegal River. Final Draft of the BP will be received during FY21Q2. Financial simulation of HGT demo sites finalized.	DCOP	Nafooore Warsaaji Team	POs Private sector Partners Consultancy firms
Activities	Implementation Status/Actions Undertaken	Lead	Lead Staff Members Involved	External Stakeholders
Sub activity 2: organize workshop meetings to share the business plan.	To be implemented once the Exoticca BP finalized. Sharing sessions with FI around the financial simulation of HGT sites planned to be held during FY21Q2.	DCOP	COP, MEL Specialist Kawolor Team	POs Private sector Partners Consultancy firms
Sub activity 3: monitor and evaluate the implementation of BPs and adapt accordingly for following year.		DCOP	COP, MEL Specialist Kawolor Team	POs Private sector Partners

7.5. Activity Area 5: Aggregation, Off-taking, Value Added and End Markets				
7.5.1 Improve Aggregation of Horticultural Produce				
Sub activity 1: identify and select horticulture aggregators and introduce to buyers.	See 7.4.1 Sub-activity 1	DCOP	COP, MEL Specialist Kawolor Team	Private Sector Partners Financial Institutions UNACOIS
Sub activity 2: organize B2B meetings between selected aggregators/POs at pilot hub level.	Ongoing process: B2B meetings are continuously undertaken between producers and aggregators.	DCOP	COP, MEL Specialist Kawolor Team	POs, Private Sector Partners, selected aggregators, Financial Institutions UNACOIS
Sub activity 3: support aggregators to formalize their business relationships with POs and buyers: contracting templates to be developed.	Ongoing process: alongside Business meetings, commercial relationships are established between POs and aggregators. First test purchases of horticultural products from existing aggregators amounting to volumes of nearly 20 tons, i.e. cumulative sales of US \$ 14,091 from around 300 producers.	DCOP	COP, MEL Specialist Kawolor Team	POs, Private Sector Partners, selected aggregators, Financial Institutions UNACOIS
Activities	Implementation Status/Actions Undertaken	Lead	Lead Staff Members Involved	External Stakeholders
Sub activity 4: Introduce digital tools that facilitate commercial transaction within the Horticulture VC commercialization.	Finalizing the digital platform aiming at reinforcing the structuring process of the onion and potato VC around LBA. Nafoore Warsaaji supported FRAISEN, firm specialized in the strawberry VC to implement a e-trading platform (www.fraisen.net).	COP	DCOP, MEL Specialist Kawolor Team	POs, Private Sector Partners, selected aggregators,
7.5.2 Establish Quality standards and price differentials.				

Sub activity 1: define and establish quality standards at ZOI level including the Niayes Zone.	Ongoing process: the quality standards will be set in close collaboration with buyers and aggregators partners.	COP	DCOP, MEL Specialist Kawolor Team	POs, Private Sector Partners, selected aggregators
Sub activity 2: implementing, in close collaboration with Kawolor, a holistic quality control program at innovation hubs levels.	Ongoing process: the activity will be carried out by Kawolor in the Feed the Future Zone and Aggregators or traders in the Niayes Zone.	COP	DCOP, MEL Specialist Kawolor Team	POs, Private Sector Partners, selected aggregators
7.5.3. Improve Trade and establish trade corridors between regions				
Sub activity 1: Work with aggregators to improve storage and cold chain to improve trade.	Ongoing process	Agriculture and markets Systems Specialists	Nafore Warsaaji and Kawolor Team	Traders
Sub activity 2: With Kawolor Establish trade connections between regional actors to establish regional trade corridors.	Ongoing process	Agriculture and markets Systems Specialists	Nafore Warsaaji and Kawolor Team	Traders
Sub-Activity 3: implement in close collaboration with IPOS and Kawolor an upgrading program for the consolidation centers in the Senegal River Valley and the Niayes zones.	Ongoing process	Agriculture and markets Systems Specialist-North Zone	Nafore Warsaaji and Kawolor Team	Traders
Activities	Implementation Status/Actions Undertaken	Lead	Lead Staff Members Involved	External Stakeholders
7.5.4. Work with VC actors to introduce and improve digital platforms to facilitate the marketing of horticulture products.				
Sub activity 1: Introduce digital tools that facilitate commercial transaction within the Horticulture VC.	See 7.5.1 Sub Activity 4	Agriculture and Markets Systems Specialists	Nafore Warsaaji's local team, PMU Kawolor Team	POs, LBA, Consolidation centers, IT consultant
7.5.5. Improve synergies between the key players in the horticultural value chains				
Sub-Activity: 1 support to IPAR to set up a committee between Key horticulture VC	Ongoing progress: Discussions with ARM, UNACOIS Jappo undertaken	COP	Nafore Warsaaji's local team	IPAR, ARM, DHORT, UNACOIS

actors to address the problems related to marketing horticultural products.				Jappo, LBA other VC stakeholders
Sub-Activity 2: monitor regular the committee aforesaid.			COP	Nafoore Warsaaji's local team
7.5.6. Development and improvement of market infrastructure:				
Sub-Activity 1: support to UNACOIS and Ecobank to undertake a feasibility study on a horticulture collecting centers with logistics sites spread at the National level.	Ongoing process: Nafoore Warsaaji is supporting UNACOIS to set up "Bureau d'Achat" of horticulture products	COP	Nafoore Warsaaji's local team	ARM, Ecobank, UNACOIS, DHORT, ADEPME, Consultant
Sub-Activity 2: support to UNACOIS to implement 2 logistics sites the ZOI and the Niayes Zones.	Ongoing process	COP	Nafoore Warsaaji's local team	ARM, Ecobank, UNACOIS, DHORT, ADEPME, Consultant
Activities	Implementation Status/Actions Undertaken	Lead	Lead Staff Members Involved	External Stakeholders
Sub Activity 3: support other entities to improve market infrastructure.	Nafoore Warsaaji is supporting Exoticca Market to design the BP for the development of a horticulture hub in the SRV: this project aims at easing the commercialization of 30,000 MT of onion from small farmers. Exoticca will extend its storage capacities Supporting Bay Seddo to implement mobile cold chain in the Niayes Zone	COP	Nafoore Warsaaji's local team	Private sector's partners
7.6. Activity Area 6: Other COVID 19 related activities				
7.6.1. Strengthen and / improve the application of barrier measures related to covid 19				

Sub-activity 1: carry out activities around the application of barrier measures: digital and non-digital awareness campaign and distribution of hygiene kits	Ongoing process Alongside the insurance promotional activities, CNAAS undertook awareness campaign around the anti-covid 19 barrier measures 342 radio spots were broadcast in nearly 80 municipalities, reaching 2,224,572 people	Communication Specialist	Nafoore Warsaaji's local and Kawolor teams	
7.6.2. Support to Horticulture VC actors in horticultural value impacted by COVID 19 pandemic				
Sub-Activity 1: identify MSME and other VC actors impacted by the COVID 19 pandemic at ZOI and the Niayes Zone.	Ongoing process	MEL Specialist	Nafoore Warsaaji's local Youth in Agriculture and Kawolor teams	
Sub-Activity 2: support to selected MSME impacted to COVID 19 pandemic.	Ongoing process	Agriculture VC and Capital Access Specialist	Nafoore Warsaaji's local Youth in Agriculture and Kawolor teams	

7.8. Cross-cutting Activities

7.8.1. Gender and Youth Integration

Nafuore Warsaaji and Youth in Agriculture started the implementation of a joint action plan during Q1 FY2021. Three proposals have been reviewed by a selection committee which appointed the Djibril Dia company as the most competitive service provider to design educational videos around the 5 themes. The choice is based on company's experience and the efficiency of its financial proposal. The final versions of these videos will be available during the second quarter of fiscal year 2021

The company FRAISEN, led by young entrepreneurs, is working with Nafuore staff to organize a recruitment caravan to enlist small producers into the FRAISEN network during Q2. The caravan will raise the interest of young people in strawberry production, which is a high value-added activity.

7.8.2. Environmental Mitigation and Monitoring Plan (EMMP)

During Q1 of the FY21, Nafuore Warsaaji's team submitted the revised final version of the EMMP to USAID. This EMMP integrated adjustments due to the changes incurred within the TEC increase. In addition, since the HGT demo sites are not installed yet, there is nothing to report regarding the EMMP. The EMMR can be found in Annex 2.

8. Project Monitoring, Evaluation and Learning

8.1. Monitoring and Evaluation Narrative Highlights

Nafuore Warsaaji's M&E team began implementing the baseline study in Q1. Data collection activities were carried out through the recruitment of consultants, supervised by the program Monitoring and Evaluation Specialist. Other major MEL activities included mapping the LBA client portfolio and implementing the IT platform for stock monitoring at collection centers.

8.2 Monitoring and Evaluation Tracking Table

The Activity's indicators can be found in Annex 1.

9. Challenges and Solutions

Due to the persistence of the pandemic, which is now in its second wave, the challenges faced since the start of the project remain. Travel restrictions continue to constrain field missions particularly in the regions around Thiès and Dakar. Rather than working directly with producers, the project has instead focused on establishing strong partnerships with established networks like *Kawolor*, partners of major agri- firms, and finance institutions to work through their established field activities to impact and engage smallholders in rural zones.

ANNEXES

ANNEX 1: FY21 Q1_*Naf Moore Warsaaji* Indicators Table

ANNEX 2: EMMR Table FY21Q1 Report

ANNEX 3: HUB site list by Geographic Location



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