

Project Title:	«Strengthening rural women’s livelihood for a sustainable economic development in the Eastern region of Senegal»
Project Symbol:	GCP/SEN/069/GAF
Recipient country:	Senegal
Government/Other counterparts:	Ministry of Agriculture and Rural Equipment (MAER)
Expected EOD (Starting Date):	10 th of January 2018
Expected NTE (End date):	1 st of March 2021
Contribution to FAO’s strategic Framework:	<ul style="list-style-type: none"> The Food and Agriculture Organization of the United Nations Strategic Objectives (SO)/Priorities: The project will contribute to the following Strategic Objectives (SO), Outcomes, and Products: <i>SO2: Make agriculture, forestry and fisheries more productive and sustainable.</i> Outcome 201 – Producers and natural resources’ administrators adopt practices that increase and improve agricultural production in a sustainable way. Product 20101- Innovative methods are managed, tested, and disseminated by producers to increase, in a sustainable manner, productivity and production in order to curtail environmental degradation and climate change. <i>SO4: Enable inclusive and efficient agricultural and food systems.</i> Outcome 402 – The private and public sector strengthens the efficiency and inclusion of the agricultural value chain, specifically agribusinesses and agro-food chains. Product 40203 – Agribusiness and agro-food stakeholders receive technical support at the management level in order to promote the inclusiveness, efficiency and sustainability of the agro-food chains. Outcome 403 – Public-private policies, improved financial instruments, and increased investments enhance the efficiency and inclusion of agribusinesses and agro-food chains. Product 40303 – Efficient systems are established and technical support is provided to countries in order to analyse, manage, and monitor the impact of agro- food chains policies on the agricultural sector. Objectives and Outcomes in the recipient country: The project falls within the 2012-2016 United Nations Development Assistance Framework (UNDAF) strategic outline: (i) the creation of opportunities for the economic development of the rural world; (ii) improving an equitable access for both men and women to basic social rights and services and social protection in a

	<p>sustainable way; (iii) and strengthening central and local governance in support of a sustainable human development.</p> <p>The project responds to:</p> <ul style="list-style-type: none"> ✓ The Plan for an Emerging Senegal (PES) which aims to meet its targets by 2035 and implemented through a five-year Priority Action Plan (PAP) pertains the strategic axis n°2 “Human Capital, Social Protection and Sustainable Development”; ✓ The third objective of the Program for Accelerating the Cadence of the Senegalese Agriculture (PRACAS) aims to address the challenges in the agricultural sector such access to market, credit, and technology, poor infrastructures; and ✓ The Agro-Sylvo-Pastoral Orientation Law (LOASP) (2004-2024) which strongly values the role of rural organizations such as producer organisations, aims to strengthen the capacity of the rural labour force. <p>● Country Programming Framework (CPF):</p> <p>Regarding the FAO and the Senegalese government’s collaboration priorities for the 2013-2017 period (Country Programming Framework), the project will support the priority area 1, namely by improving the productivity and competitiveness of agricultural products through Output 1. “The production and competitiveness of crop production is improved,” supported by product 1.1 “Support in the modernization and increase of the agricultural sector’s outputs”; and product 1.2 “Information on the agricultural sector is improved.”</p> <p>Regional Initiatives /Priority Area:</p> <p>The project will contribute to the FAO’s 2ND Regional Initiative which consists’ in improving the Integrated Management of Agricultural Landscapes in Africa – that is, to boost productivity and production in Sub-Saharan Africa.</p>
Environmental and Social risk classification	Low risk <input checked="" type="checkbox"/> Moderated risk High risk
Gender Marker	G0 G1 G2a <input checked="" type="checkbox"/> G2b
Total budget	USD 2,48 million dollars

Executive Summary

Within the context of the Global Program for Agriculture and Food Security (GAFSP), which aims to "improve the income, food and nutrition security of the poor in developing countries", a pilot initiative "Missing Middle Pilot Initiative (MMI) " was launched internationally. This pilot initiative aims to provide direct support to smallholder producers, emerging small and medium-sized businesses and their commercial ties through producer organizations in order to improve their access to finance, services, and markets and consequently improve their standards of living in the long-run. A pilot project proposal entitled "Strengthening rural women's livelihood for a sustainable economic development in Tambacounda and Koussanar in the Eastern region of Senegal" has been awarded fund from the GASFP's MMI. This project responds to the Senegalese government's social and economic aspirations, such as the Plan for an Emerging Senegal (PES) and the National Strategy for Economic and Social Development (NSES).

Context and rationale. Tambacounda is characterized by high levels of poverty and malnutrition. Moreover, the region's productivity has been in recent years, increasingly affected by climate change. In order to cope with increasing social, economical and environmental challenges, producers have decided to come together and form producer organizations (POs). Within the Gambia River Valley area, two producer organizations (POs), the Gambian River Valley Producers Association (APROVAG) and the Yakaar Niani Wulli Federation (YNW) have emerged. These organizations aim to boost producers agricultural activities in sustainable ways by improving access to market and credit, and to specifically, excluded groups such as youth and women, who most commonly are engaged in various entrepreneurial initiatives in the agricultural sector.

Objectives. The project aims to improve market, credit and innovative technology access, access to climate-resilient techniques and practices in order to increase smallholder farmers' productivity and revenue in a sustainable way. The project specifically targets women and youth in the region of Tambacounda. The project intends to increase work opportunities for smallholder farmers in general, however targets specifically, youth and women. Its main goal is also to increase POs revenues in order to moreover improve food and nutritional security and the standards of living of local communities. Accordingly, the projects aspirations fall in line with the GAFSP's central objectives.

Intervention area and targeted groups. The project will take place in the city and region of Tambacounda and the town of Koussanar. It targets approximately 3000 people, that in majority will be women, youth and smallholder producers who are members of the economic interest groups (EIG) of the POs APPROVAG and YNW.

Results. The agricultural productivity and market access for smallholder farmers, members of the POs, especially women and the youth are improved in both Tambacounda and Koussanar. The project's activities are organized through components/outcomes: (i) Professionalization of producer organizations (POs) and accordingly entrepreneurial capacities, particularly of women and the youth through the enhancement of their bargaining power and representativeness; (ii) Creation of innovative and sustainable economic partnerships, in particular with private businesses for the supply of climate resilient inputs, processing, packaging and marketing techniques; and (iii) Strengthened financing capacities of smallholder farmers through the POs.

Implementation and management. The FAO will be the supervising and administrative follow-up entity. The activities will be carried out on the one hand by the POs APPROVAG and YNW, and on the other hand through support of organisations such as ActionAid Senegal and MakeSense. Achievements will be exploited to reinforce actors' capacities in the long-run. The project's activities will be coordinated, monitored and assessed by a Steering Committee (SC) and a Local Coordination Unit (LCU).

Time frame and cost. A three-year project at an estimated total cost of USD \$2.48 Million dollars.

The project will factor in four central components (described as success factors in the MMI guidelines): (i) strengthening multi-stakeholder partnerships; (ii) the mobilization of additional funds in particular from the private sector, (iii) the dissemination of innovative and adapted technologies and techniques, and (iv) the reinforcement of food and nutrition security. A strong M&E system will be implemented to learn from the Senegal pilot and share with other MMI-funded projects.

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ACRONYMS

AGVSAN	The Global Analysis of Vulnerability, Food security and Nutrition
AIM	African Institute of Management Group
ANACIM	National Agency of Civil Aviation and Meteorology
ANCAR	National Extension Services Agency
ANSD	National Agricultural and Rural Advisory Agency
APRAO	Improving Rice Production in West Africa
APROVAG	Producer Association of the Gambia River Valley
ASPS	Senegalese Association for the Production of Peasant Seeds
CDH	Center for the Development of Horticulture
CFSVA	Comprehensive Food Security and Vulnerability Analysis
CIRAD	Agronomic Research for Development Institute
CMS	Senegal Credit Union
CNCAS	Caisse Nationale de Crédit Agricole of Senegal
CNCR	National Council for Cooperation and Consultation in Rural Areas
CNS	National Council of Statistics
COPAGEN	Coalition for the Protection of Genetic Heritage
CPF	FAO Country Program Framework
CRES	Consortium for Economic and Social Research
DRDR	Regional Directorate for Rural Development
DSRP	Poverty Reduction Strategy Paper
EDS-MICS	Demographic and Health Survey with Multiple Indicators in Senegal
EIG	Economic Interest Groups
ENSAN	National Survey on Food Security and Nutrition
ESP	Polytechnic School of Dakar
ESPS	Poverty Monitoring Survey in Senegal
EWS	Early Warning System
FAO	Food and Agriculture Organization of the United Nations
FIARA	International Fair of Agriculture and Animal Resources (FIARA)
FIDAK	The International fair of Dakar
IFAD	International Fund For Agricultural Development
FONGIP	National Fund for the Management of Priority Investments
GAFSP	Global Agriculture and Food Security Program of the World Bank
GAM	Global Acute Malnutrition
GAP	Global Agricultural Practices
GDP	Gross Domestic Product
GII	Gender Inequality Index
HDI	Human Development Index
HRBAP	HUMAN RIGHTS-BASED APPROACHES
ISRA	Senegalese Institute of Agricultural Research
ITA	Institute of Food Technology
LCU	Local Coordination Unit
LoA	Letter of Agreement
LOASP	Agro-Sylvo-Pastoral Orientation Law
LTU	Lead Technical Unit

MAER	Ministry of Agriculture and Rural Equipment
MDG	Millennium Development Goals
MEC	Saving and Credit Corporation
MEFP	Ministry of the Economy, Finance and Planning
MFI	Micro Finance Institution
MMI	Missing Middle Pilot Initiative
M&E	Monitoring and Evaluation
NASAN	New Alliance for Food Security and Nutrition
NSESD	National Strategy for Economic and Social Development
NSGEE	National Strategy for Gender Equality and Equity
OED	Office of Evaluation
PADAER	Program to Support Agricultural Development and Rural Entrepreneurship
PAMECAS	Union of Mutuals of the Partnership for the Mobilization of Savings and Credit In Senegal
PAP	Priority Action Plan
PDAP	United Nations Development Assistance Program
PES	Plan for an Emerging Senegal
PO	Producer Organization
PRACAS	Program for Accelerating the Cadence of the Senegalese Agriculture
PTBA	Annual Work program and Budget
RBM	RBM Results-Based Management
RGPHAE	General Census of Population, Habitat, Agriculture and Livestock
RNFRS	National Network of Rural Women of Senegal
SC	Steering Committee
SMART	Standardized Monitoring and Assessment of Relief and Transitions
SNN	National Statistical System
SO	Strategic Objective
SODEFITEX	Textile Fiber Development Company
TCIA	Investment Centre Africa Service
UCAD	Cheikh Anta Diop University of Dakar
UEOMA	West African Economic and Monetary Union
UNACOI	National Unions of Traders and Manufacturers in Senegal
UNAFIBS	National Union for the Banana Sector Actors in Senegal
UNDAF	UNDAF United Nations Development Assistance Framework
UNDP	United Nations Development Program
USAID	United States Agency for International Development
VECO	Vredeseilanden Country Office
YNW	Yakaar Niani Wulli (Federation)
WFP	World Food Program

SECTION 1 - RELEVANCE

1.1 GENERAL CONTEXT

1.1.1 Rationale

Senegal: general overview

1. Located at the western end of the African continent, Senegal has an estimated population of 15 million inhabitants¹, as of 2016 over a 196 712 km² area. Women represent approximately 50%² of the population and youth aged below 30 years represents 70%³ of the population. According to the latest population census (RGPHAE, 2013), the majority of the population (55%) still lives in rural areas. Though urban areas offer limited employment opportunities, there is an increasingly massive exodus of young people (men and women) to cities, as well as massive migration movements outside of the country. As a result of increasing rural-urban migration, the rate of urbanization has increased over the last decade, reaching an above-average rate in sub-Saharan Africa with 45% living in urban areas and 23% of the country's inhabitants concentrated in the Dakar region (which covers 0.3% of the territory). In mid-urban areas such as in Tambacounda⁴, one of the project's area of intervention, the population was estimated in 2015 to be more than 730,000 people.

2. **Socio-economic context.** Half of the Senegalese population is employed in the agricultural sector and 70% of the population depends on agricultural activities. While in 2015, Senegal experienced an economic growth rate of 6.5%⁵ (the highest since 2003), the economy remains largely dependent on the agricultural sector. Indeed, in 2016, 18 per cent of the agricultural sector still contributed to the country's GDP⁶. Moreover, though the country experienced an increase in the pace of its economic growth, Senegalese capabilities in terms of life expectancy, education, and inequality have generally not improved, and the country remains among the least developed countries in the world and ranks 170th out of 188, with a Human Development Index (HDI) of 0.466 (UNDP Report, 2015).

3. **Poverty and food security.** The average poverty rate estimated by the Poverty Monitoring Survey in Senegal (ESPS-II) in 2013 was 46.7% (26.2% in Dakar, 41.3% in other cities and 57.3% in rural areas). Poor rural households are mainly located in the rural areas of the Central, South and North Eastern parts of Senegal. The poverty gap index was 9.2 in 2001, 9.5 in 2005 and 8.7 in 2011⁷. According to the Comprehensive Food Security and Vulnerability Analysis (CFSVA) of July 2014, nearly half (42%) of the population had just met its food needs and one in five households (about 19% of the population) had unsatisfactory food consumption. Areas with a high prevalence of food insecurity were Sedhiou (58%), Kolda (42%), Ziguinchor (39%), Matam (38%), Kédougou (33%) and Tambacounda (22%)⁸. Moreover, within the latter region, the rate recorded in the Department of Tambacounda was 23.2% (WFP, June 2013). Food and nutrition security in rural areas heavily depends on agricultural

¹ National Agency of Statistics and Demography (projection 2015)

² Socio-economic indicators (<http://www.gouv.sn/Indicateurs-socio-economiques.html>)

³ National Agency for Statistics and Demography (ANSD)

⁴ Projection of the ANSD from the population of 2013 which was 681 310 people

⁵ Agriculture - value added (% of GDP) in Senegal. N.p., Web. 13 Feb. 2017.

⁶ Senegal Home." Senegal Home. N.p., n.d. Web. 13 Feb. 2017.

⁷ Poverty Monitoring Survey in Senegal (ESPS-II). ANSD. Final Report ESPS-II 2011. Dakar, Senegal.

⁸ Executive Secretary of the National Food Security Council, WFP, FAO, UNICEF, WHO.

crops (rainfed crops) and consequently is often unstable given that agricultural output varies according to weather conditions. According to the Standardized Monitoring and Assessment of Relief and Transitions (SMART), an inter-agency initiative that is a nutrition survey, in 2015, the national average of the prevalence of Global Acute Malnutrition (GAM) was 9% in Senegal. It was noted that the prevalence of acute malnutrition varied from region to region, with for example the region of Tambacounda showing a critical threshold of 12.5%⁹.

4. **Gender inequality.** The Gender Inequality Index (GII) ranked Senegal 118th among 155 countries in 2014, with a value of 0.528 indicating a high prevalence of gender inequality in the country¹⁰. In a society still featured by important patriarchal traits, women continue to have a limited access and ownership of natural resources, such as land. Most commonly women work on their husband's property, and occasionally have the opportunity to work on land that has been attributed to, and bargained by, a group of women. In 2005, Senegal adopted a National Strategy for Gender Equality and Equity (NSGEE). Within this strategy, land matters were stressed as the pillar of inequalities between men and women in agriculture and in the pursuit of a sustainable economic development. Additionally, it was mentioned that the difficulty to access land was compounded by poor access to inputs and seeds, credit, market, agricultural equipment, innovative technologies, and poor entrepreneurial management techniques. Moreover, at the community level, the poor participation of women in decision-making within producers organizations remains one of the reasons why gender inequality persists'. High rates of illiteracy among women in rural areas can explain their low capacity to bargain and assert their rights¹¹. Similarly to women, the youth population is also a minority in decision-making processes that touch upon issues such as land distribution and land access. In consequence, the young generation, in a similar way to women, remains economically and socially restrained by their poor leverage in the Senegalese society.

Sector context

5. Senegal has about 3.8 million hectares of arable land, of which 2.5 million hectares are exploited (65%). Irrigable land is estimated at 350 000 hectares, of which only 105 000 hectares are exploited (30%). Among the latter are the lands around the Senegal, Gambia and Casamance rivers. The majority of the rural population is engaged in agricultural activities on family farms. The agro-ecological characteristic of different areas defines whether farms will be rainfed food crops or not. The majority of smallholder farmers in Senegal cultivate cash crops such as peanuts, sesame, fonio, cotton, etc. and /or irrigated crops such as market gardening and bananas.

6. The major constraints smallholder farmers face are: (i) the weakness and irregularity of rainfall that makes crop yield uncertain; (ii) soil degradation; (iii) low access to inputs (seeds and fertilizers) of quality for both conventional and organic production; (iv) low access to technology and high-performing technologies due inter alia to poor access to technical support services and research; (v) low access to finance; (vi) isolation of certain production areas; (vii) the inadequacy of land policy; and (viii) weak integration of the value chains which limits access to finance and prospects of exporting.

⁹ Standardized Monitoring and Assessment for Relief and Transition (SMART).

¹⁰ The GI reflects gender inequalities in 3 dimensions: reproductive health, empowerment and economic activity.

¹¹ In the Tambacounda region, the female literacy rate in 2013 was 20.2% compared with 33% of men (33%), (Final Report, RGPFAE, 2013).

The banana sector is a potential source of growth for the national economy. In 2017, the average annual production was estimated at 30 000 tons and involved more than 9 000 producers. It was estimated that the country imported around 20 000 tons of bananas. A study carried out by Consortium for Economic and Social Research (CRES, 2009) stressed that bananas and fonio were profitable cash crops when the production of crops such as millet, vegetables, rice and groundnuts was scarce. Introduced around the 1960s in Casamance, the production of banana expanded to the Eastern regions of Senegal and the Senegalese river valley. The major constraints within the banana sector at the moment are: (i) low plot productivity (yields varying between 10 and 15 tons per ha for the majority); (ii) poor quality due to inadequate packaging, (iii) access to domestic market via rural to urban distribution networks, (iv) international competition (i.e. banana's from Ivory Coast), (v) access to credits, (vi) meeting domestic demand and (vii) excessive need of water. Inefficient management and governance from producer organizations are major barriers to banana producers' integration of the global value chain.

Intervention area.

7. The project's intervention areas are in the region of Tambacounda and in particular within some districts such as in the Tambacounda Department (Missirah and Koussanar districts¹²), where members of the Gambia River Valley Producers Association (APROVAG) and the Yakaar Niani Wulli (YNW) Federation reside. The prevailing agricultural activities in those areas are in cereals (millet, sorghum, fonio), groundnut, cotton, sesame, banana, livestock, milk, gum arabic, lumber and charcoal. Production and commerce is nonetheless not only limited to these commodities. In the course of the project's implementation, exchanges between mainly producers and processors of banana and fonio through networking framework initiatives will be encouraged in order to enhance transfer of knowledge between different communities.

8. Members of the APROVAG OP are located in eleven villages within the department of Tambacounda, namely: Sinthian, Adjaf, Saal, Sankagne and Nguene in the commune of Missirah ; Bantantinty Koulary and Faraba in the commune of Néttéboulou, Dialacoto, and Wassadou and Bady in the commune of Dialacoto. They are located on the 120 km long banks of the Gambia River on the edge of the Niokolo Koba National Park. These villages, located within a 30 to 70 km radius of Tambacounda, have several irrigated perimeters that allows them to produce bananas. A multi-ethnic population, including Peulhs, Mandingos, Serers and Bassaris, characterizes the eleven villages. Massive migration within these areas occurred in the 1970s, following droughts in other parts of Senegal. Along the Gambian river bananas and rainfed crops such as millet, corn and groundnuts are the main cash crops. Inland fisheries and livestock are also a main economic activity in the area. The project will take place around villages and the POs' Economic Interest Groups (EIG) where entrepreneurial dynamics already in place deserve to be strengthened. Additionally the project targets areas where women's property rights can be more easily secured.

¹² Namely: Sinthian, Adjaf, Saal, Sankagne and Nguene in the Commune of Missirah, Bantantinty Koulary and Faraba in the town of Néttéboulou, Dialacoto, Wassadou and Bady in the municipality of Dialacoto.

Members of the YNW POs are mainly located in hundreds of villages around the village of Koussanar. Economic activities in this area are generally oriented towards agriculture, livestock production and commerce. Food crops (millet, sorghum, maize) are dominant and often accompanied by cash crops such as cotton, groundnut, sesame, fonio and bissap. Although the area suffers from poor climatic conditions and have insufficient water access, vegetable gardening could allow the area to increase the diversification of its production. In addition, there is logging that generates a lot of income but has a very negative impact on the ecosystem. While logging activities prevail in the area, they however have a detrimental impact on the environment.

Favourable background

9. The context in which producers' organizations (APROVAG and YNW) and their members (men, women and the youth) evolve as well as other actors is in favor of the possibility of establishing activities, which have an entrepreneurial vision that can strengthen and / or diversify production activities, processing and commercialization.

12. Relevant circumstances from contextual analyses:

- (i) the existence of producers organizations, unions, associations, who advocate for smallholder producer's to defend their rights and that aspire to implement and support activities that are economically sustainable;
- (ii) the existence of programs, projects and dynamics aimed at the diversification and valorization of conventional and organic agricultural production;
- (iii) the possibility to strengthen activities through increased synergies and partnerships with public and private actors;
- (iv) and the willingness of the government, national actors, technical and financial partners to support the establishment of institutional arrangements with a wide array of actors (civil society, private sector) that will encourage and add value to economic activities in place, and accordingly, improve food security in the region.

Limitations/Impediments

13. Economic activities in the region of Tambacounda Region remain limited, for the most part in consequence of a lack of access to adapted technology, access to credit and market, and increasingly more, unstable climatic conditions. Accordingly, food and insecurity and poverty prevails in the region.

14. Although, each targeted region of the project has their own specificity and constraints, similar impediments predominate the area, especially among women and the youth, including: poor technical, managerial, economic, financial, social and environmental conditions and features. These factors hinder sustainable and long-term agricultural activities, which this project aims to improve and elevate.

15. **Technical constraints.** For several years now, the POs and their members have aimed to produce quality products in sufficient quantities to meet market demands and improve their access to basic needs, such as food, water, and shelter. Nevertheless, the effects of

climate change impedes the possibility to have regular yields and therefore food insecurity prevails. Food production systems increasingly need to be more and more resilient to climate change. Although some results have been achieved at the national level, isolated rural areas have a more limited access and knowledge to appropriate cropping practices, including seed selection and multiplication, and innovative technologies. Additionally, the methods and practices that are carried out, by particularly women, in the processing of commodities, such as cereal flours, fonio, bananas (i.e. threshing, winnowing and decorticating) are physically exhausted and don't allow women to fully optimize their production.

16. **Management constraints.** Although the POs, APROVAG and YNW, continuously work to improve and facilitate market access to their members (obtaining global quality certifications such as the Good Agricultural Practices (GAP) or Bio and fair trade), their support management still lack in terms of in-take capacities. Consequently, PO members' economic activities remain insufficient in terms of quantity and quality to meet the market's demand and food sufficiency. Moreover, the POs modes of operation remain ambiguous, which is why clarification of the roles and functions of each of these structures will be critical during the implementation process of the project. The project's aim to strengthen each POs capacity by ensuring that the institutional arrangements of the POs are well defined and accordingly well managed.

17. **Economic Constraints.** High production and investment costs are among the preeminent barriers to the expansion of economic activities. For example, the high cost of organic fertilizers and seeds, suchlike innovative technologies, as solar pumps and dryers restrains producers' ability to have high yields and accumulate enough savings in order to meet their basic needs.

18. **Financial constraints.** Access to credit and / or other forms of financing remains also some of the most constraining factors for smallholder producers. These limitations are due both to the conditionalities imposed by financing institutions and to a lack of information and knowledge of smallholder producers on finance institutions' operational mechanism and dynamics.

19. **Social and environmental constraints.** Access to land and capital are closely linked to prevailing social customs and social dynamics. Most commonly, within the existing social context that prevails among both POs (APPROVAG and YNW), women and the youth have less access to resources, and have less bargaining power in decision-making.

1.1.2 Alignment and strategic fit

20. The project answers and aligns itself with the Senegalese government's policy orientations, which promotes and prioritizes rural entrepreneurship. It moreover, is in line with the government's emphasis on women's important role in the rural development process. These orientations are outlined in the strategies, policies and programs outlined below.

Development programs and policies

21. **National Strategy for Economic and Social Development (NSED).** Adopted for a 2013-2017 time frame¹³, the NSED is the social and economic national reference. It moreover constitutes the consensus framework for public interventions.

22. **Plan for an Emerging Senegal (PSE).** The project responds to the orientations of the "Plan for an Emerging Senegal (PSE)" aimed at removing structural obstacles to growth and facilitating private initiative and promotes two of the PSE initiatives¹⁴ such as the 1st axis (1) structural transformation of the economy and growth in agriculture and agri-food, and the 2nd axis (2) human capital, social protection and sustainable development. The PSE is the new development model for 2035 that Senegal adopted in 2014. It is planned to be carried out through a five-year Priority Action Plan (PAP) (2014-2018). The PSE is the reference document for interventions by the state, technical and financial partners, public-private initiatives, and the civil society.

23. **Program for Accelerating the Cadence of the Senegalese Agriculture (PRACAS).** The PRACAS was established to accelerate the PSE programs and projects¹⁵. The project contributes to five objectives of the PRACAS: (i) the modernization of smallholder exploitations through the vocational training of farmers, adequate financing and equipment; (ii) the emergence of agricultural and rural youth entrepreneurship through increased integration of the food value chains, through the promotion of both agribusiness and family farming, respectful of the environment; (iii) bottom-up initiatives in the agricultural sector; (iv) increased participation of women and the youth in the agricultural sector and the reinforcement of technical knowledge and appropriate equipment; and (v) increased resilience of vulnerable populations.

24. **The Agro-Sylvo-Pastoral Orientation Law (LOASP).** Adopted in 2004, the LOASP defines general provisions and broad guidelines for the development of the agricultural, forestry and pastoral sectors for a period of twenty years. It gives a central place to rural organizations through the recognition that it encompasses the majority of labour in Senegal. LOASP aims to create an incentive environment to transform family farming into an efficient and income-generating sector. It also focuses on the coordination and development of inter-branch organizations and on cooperation between the state and these organizations.

25. **New Alliance for Food Security and Nutrition (NASAN).** The NASAN was launched in Senegal by G8 members in 2013. It aims to support African countries in improving food and nutrition security through inclusive growth within the agricultural sector.

United Nations Development Assistance Framework (UNDAF) and Country Programming Framework (CPF)

¹³ The NSEDs comes after the implementation of two generations of Poverty Reduction Strategy Papers (PRSPs) from 2003 to 2010.

¹⁵ PRACAS objectives: (i) rice self-sufficiency in 2017 with a production of 1 600 000 tons of paddy, (ii) self-sufficiency in onion in 2016 with a production of 350 000 tons and optimization of the groundnut sector with production of 1 000 000 tons per year, and (iii) development of off-season fruit and vegetable sectors with an export target of 1 575 000 tons in 2017.

26. The project fits in perfectly with the strategy and priority areas identified (and listed below) by the Senegalese government and the United Nations agencies listed below.

27. **United Nations Development Assistance Framework (UNDAF).** The UNDAF framework for the period 2012-2016 was the result of a participatory process involving all United Nations agencies represented in Senegal, as well as all national actors and key development partners. The UNDAF was formulated on the basis of the national priorities defined by the NSESD. It comprises three strategic areas, namely: (i) the creation of opportunities for rural area's economic development; (ii) improving equitable access of both men and women to basic rights, social services, and social protection in a sustainable way; and lastly (iii) strengthening local and national governance that promotes a sustainable human development.

1.1.3 FAO's comparative advantage

28. The FAO has been cooperating with the Senegalese government since 1977. This cooperation entails a variety of fields, including: modernizing agricultural production, water access, soil fertility, management and restoration of resources, institutional support, the promotion of women and youth activities, disaster risk management, the promotion of resilience, etc.

29. The project responds to the FAO's and the Senegalese government's priorities defined in the Country Programming Framework (CPF) for the period 2013-2017. Under this framework three priority areas are strengthened: (i) improving the productivity and competitiveness of agricultural production, (ii) improving sustainable management and restoration of natural resources and the environment, and (iii) lastly, strengthening the prevention system in order to efficiently manage food crises.

30. Numerous activities initiated by the FAO in Senegal are contributing to the achievement of the GAFSP initiative objective which is "to improve revenue and food security of the poorest populations in developing countries". Technical expertise acquired and developed by the FAO in Senegal and in the subregion will be valued within the framework of the project, in particular in areas such as: warrantage, support for development of sectors and agricultural processing¹⁶, adaptation to climate change¹⁷, implementation of Dimitra clubs, land governance¹⁸, food and nutrition security¹⁹, youth inclusion and gender equality²⁰.

31. The proposed project also corresponds to the FAO's mission to combat hunger, malnutrition and global poverty by responding directly to Strategic Objectives 2 and 4 outlined below:

SO2: Make agriculture, forestry and fisheries more productive and sustainable.

¹⁶ "FMM / GLO / 116 / MUL: Agricultural Services and Digital Inclusion in Africa"

¹⁷ "GCP / SEN / 065 / LDF: Integrating climate resilience in agro-pastoral production for food security in vulnerable rural areas Approach to farmers' fields"

¹⁸ "GCP / GLO / 347 / ITA: Strengthening the Dissemination and Operationalization of the Voluntary Guidelines on Responsible Governance of Tenure for Land, Fisheries and Forestry in the Context of National Food Security (VGGT)"

¹⁹ "GCP / SEN / 068 / EC: Strengthening food and nutrition security governance in Senegal (Pro-Act) "and" TCP / RAF / 3514: Promoting social protection through food and nutrition security "

²⁰ "GCP / RAF / 254 / MUL: Creating Youth Employment Opportunities in the Agri-Food Sector "

Outcome 201 – Producers and natural resources’ administrators adopt practices that increase and improve agricultural production in a sustainable way.

Product 20101- Innovative methods are tested, disseminated, and managed by producers to increase in a sustainable manner productivity and production in order to curtail environmental degradation and climate change.

SO3: Reduce poverty in rural areas

Outcome 301 – The rural poor have increased and equitable access to productive resources, services, organizations and markets, and can manage their resources more sustainably.

Product 30101 - Support to strengthen rural organizations and institutions and empower rural communities.

Product 30105- Policy Support and Cross-Sector Capacity Development for the Definition of Gender Equity and Sustainable Rural Development and Poverty Reduction Strategies.

SO4: Enable inclusive and efficient agricultural and food systems.

Outcome 402 – The private and public sector strengthens the efficiency and inclusion of the agricultural value chain, specifically agribusinesses and agro-food chains.

Product 40203 – Agribusiness and agro-food stakeholders receive technical support at the management level in order to promote the inclusiveness, efficiency and sustainability of the agro-food chains.

Outcome 403 – Public-private policies, improved financial instruments, and increased investments enhance the efficiency and inclusion of agribusinesses and agro-food chains.

Product 40303 – Efficient food systems are established and technical support is provided to countries in order to analyse, manage, and follow-up the impact of agro- food chains policies in the agricultural sector.

1.1.4 Stakeholders Consultation and Engagement

1.1.4.1 Stakeholders

Producers and processors

32. The initiative targets smallholder producers and processors within the POs, the Gambia River Valley Producers Association (APROVAG) and the Yakaar Niani Wulli (YNW) Federation. The project aims to improve, credit, market, input, and innovative technologies’ access in order to better livelihoods and ensure food and nutrition security.

33. **The Gambia River Valley Producers Association (APROVAG)** – founded in 1988 and promoting banana production since 1976 - is a producer organisation consisting of men and women²¹. Its members are organized through twelve EIG, which include only nine that are functional²². Among these nine operating EIGs, two consist of men exclusively. In total, the

²¹ In 1976, in a context marked by recurrent droughts, the African Office for Development and Cooperation (OFADEC) and the Canadian Catholic Organization for Development and Peace (CCODP) focused on promoting the development of rural areas The Tambacounda region.

²² The 12 IEG members comprise 924 people.

nine EIGs comprise 728 producers, with 262 women (36%) and 36% of women and men are under 30. The 12 perimeters managed by these EIGs have a potential of about 250 ha. The area currently exploited is however only 149 ha. Each producer, mainly men work on a plot of 0.25 ha and women work on half a plot, which corresponds to approximately 0.125 ha²³. Each EIG is managed by a five-person office (President, Vice-President, Treasurer, Secretary, Women's Representative).

34. APROVAG offers a range of services to its members, including improving productivity, processing, marketing (contracting with banana buyers) and facilitating access to the food value chain. They have demonstrated their experience in contract management. APROVAG mobilizes, organizes and trains producer groups, in particular environmentally sustainable practices (i.e. production of organic bananas) and women's rights (especially with regards to land access). APROVAG members, particularly women, are trying to diversify their productions by developing market gardening. The main challenges and constraints faced by APROVAG are: (i) productivity levels; (ii) production and productivity quality; and (iii) recurrent food and nutrition insecurity.

35. In 2009, within APROVAG, **APROCOB** - a commercial branch was founded. APROCOB is in charge of developing income-generating activities such as processing in order to increase the producer organisation's capital to improve their support to producers. Since July 2016, the structure has a SARL status which allow it to manage banana processing stations and a processing center in Tambacounda.

36. Following the Ministry of Finance's approval, within APROVAG, **a saving and credit corporation (MEC)** was founded in 2001 in order to support smallholder producers' increase their access to credit²⁴. It has five branches in Tambacounda, Nguene, Sankagne, Neteboulou and Bakel. Since the 31st of July 2016, the MEC counted 2585 members of whom 1435 were in the agricultural sector, 986 in commerce and 164 in other sectors. In comparison with men (57%) that is 1485 men, women account for 38% of all members (973). Within the total members, 5% are EIG members (127). In 2016, loans amounted to more than CFAF 200.6 million, of which 29% were for women (57.45 million), 53% for men (105.33 million) and 19% (37.83 million) for IEGs. Credit was divided between the agricultural sector (55%), trade (35%) and other sectors (10%). The MEC has extensive experience in managing contractual financing and facilitating access to credit.

37. APROVAG has long been involved in partnerships with several public, private and national and international civil society actors, including:

- AGROFAIR, a Dutch company specialized in the distribution and commerce of organic tropical and / or fair trade fruits in Europe, with whom relations took place in 2012. AGROFAIR supports APROVAG by providing quality-enhancing assistance and equipment;
- Horizon 3000, an Austrian NGO, partner since 2013. In partnership with APROVAG, Horizon 3000 aims to improve food security and rural entrepreneurship through technical assistance, financial support, trainings and the introduction of new technologies;

²³ Usually, people who work on half-parcel are women.

²⁴ Under approval N ° TC 3-03-00295 of May 14, 2003. It is governed by the law n ° 2008-47 of 3 September 2008 regulating decentralized financial systems and its implementing decree N ° 2008- 1366 of 28 November 2008.

- VECO, a Belgian NGO, in partnership with APROVAG since 2006 to support the banana sector. The collaboration focuses on improving the production and productivity of organic bananas, improving the quality of bananas and improving APROVAG's business logic; and lastly,
- ActionAid, a British NGO that has been working with APROVAG since 2007. The collaboration between both entities promotes through especially awareness and training workshop, sustainable agriculture practices, access to education, youth's aspirations for change, and lastly gender equality and equity.

38. **Yakaar Niani Wulli (YNW) Federation.** Located in Koussanar, it has about 2000 members, 65% of whom are women. These producers belong to 9 village unions, two of which are run by women. Union villages comprise 180 EIGs, which represents more than 100 villages in the department of Tambacounda. Founded in 1997, YNW was legally recognized as an association in 2005. The association encompasses 100 cotton producers, some of which benefit from fair trade certification through the technical support of NGOs suchlike Enda-Pronat. Cotton producers can at the moment only access the international market via enterprises such as Sodefitex. Moreover, members of YNW are also engaged in the production of other products, such as fonio (*Digitaria exilis*) and sesame which allows them to diversify their production and have other sources of revenue. In addition to bissap (*hibiscus sabdariffa*) and the baobab fruit (*pain de singe*) processing, YNW also supports the processing of other products. YNW has been able to acquire organic certifications from Ecocert International for cotton, sesame, fonio and bissap. The PO was also able to acquire fair trade certification from Flocert international for cotton. With regards to smallholder area exploitations, each household uses an average of 5 hectares, 2/3 of which are for cereal crops and 1/3 of which are for cash crops. The YNW federation has a cereal processing unit (including fonio) in Koussanar, whose products are sold at the local market and in Dakar.

39. In order to strengthen food and nutrition security, the PO has established a cereal (millet, sorghum) and a seed (groundnut) bank that are mainly run by women. The cereal banks located in eight localities²⁵, covering almost 100 villages, are housed in rented buildings. Only two of them, located in Kalbirome and Saré Sambourou have their own building. Kalbirome received support from ActionAid in 2013 for the construction of the bank storage building and for the provision of five tons of groundnut stock that was distributed to 50 producers including 47 women and three men. YNW aims to promote sustainable practices, with the objective to promote economic activities while reducing environmental degradation. The conservation and multiplication of local seeds are among one of the activities pursued by the PO to combat food security. Moreover, YNW is also a member of the Senegalese Association for the Production of Peasant Seed (ASPSP), which has enabled the PO to build six traditional granaries in six villages²⁶ (Sinthou Paguete, Saré Thiekedji, Saré Mansaliou, Saré Opa, Pagnate Guando, Pagnate demba Djibel). Moreover, YNW supports various literacy activities, reflections on fair trade and market access, and lastly, the reinforcement of capacity building and competencies of its members, especially women's competencies (as these ones are usually the most excluded groups).

²⁵ Kalbirome received support from ActionAid in 2013 for the construction of the building and for the first 5 tons of groundnut stock in favor of 50 producers including 47 women and 3 men.

²⁶ Sinthou Paguete, Saré Thiekedji, Saré Mansaliou, Saré Opa, Pagnate Guando, Pagnate demba Djibel.

40. YNW's privileged partners are:

- *Enda-Pronat*, which works with the PO in organic cotton production since 1994, and with whom the YNW continues to work on promoting activities such as sustainable agriculture, good governance, management of natural resources and the valorization of local products; and
- *ActionAid* with whom YNW has been working with since 2010 on good governance, social issues, human rights, education, gender equality, sustainable agricultural development and food security.

41. The women of the Yakaar Niani Wulli federation are members of the National Rural Women's Network of Senegal (NRWNS), which comprises of 135 grassroots organizations, 15 organizations in 11 regions of Senegal.

Other actors in the value chain

42. Other categories of actors involved along the value chain will be included in the project. An important emphasis will be placed on actors within the private sector, who will be encouraged to invest in the POs' economic activities and to create partnerships with producers from the POs. These partnerships will be consolidated on a basis of trust and collaboration by defining contracts and agreements.

These will include partnerships with:

- Suppliers of high-quality, climate-resilient inputs. This will allow producers to meet the markets requirements and to establish an input supply system. In addition, the project will encourage collaboration between producers, research centers;
- Suppliers of adapted and innovative technologies, maintenance services for agricultural equipment's (i.e. spare parts for pump reparation). This will not only help producers boost their productivity as equipment's will be more solid in the long-run but will also create employment opportunities for external actors;
- Traders and intermediaries with whom purchasing conditions and prices will be made more transparent;
- Microfinance institutions and / or banks to improve access to credit;
- Public and / or private structures with technical expertise in terms of research, innovation and agricultural advice;
- Information and communication structures (press, rural radios, telephone operators, etc.)

Umbrella Organizations

43. The umbrella organizations of which the POs (APROVAG and YNW) and the actors engaged in this project can depend on are:

44. **National Union for the Banana Sector Actors in Senegal (UNAFIBS)**. UNAFIBS brings together 18 organizations, including 10 banana producer federations²⁷ and eight commercial

²⁷ Namely: APROVAG, FEGAP and APRT of the department of Tambacounda, Niani Balmantenelon and Balantacounda of the Sédhiou department, UKOFRUMABA of Ziguinchor, Pellital and Adecor in the department of Kolda, Kantora of the Vélingara

groups. In 2009, with the support of VECO Belgium, UNAFIBS developed its Action Plan, which included the advocacy to defend the interests of producers. In 2013, it established a National Program for the Development of the Banana Sector in Senegal, which was submitted to the Ministry of Agriculture in order to establish strategies to boost agricultural development. In December 2016, the union held a workshop in Tambacounda, which focused on the establishment of inter-professions within the banana sector.

45. **National Council for Concertation and Rural Cooperation (CNCR).** The CNCR was established with the aim to contribute and improve the development of the rural world and ensure sustainable socio-economic conditions for smallholder farmers. It brings together 28 national federations of producers, including producer organisations with different statuses (cooperatives, EIG, unions, associations, et cetera), which nonetheless share the same objectives. UNAFIBS for example is an organisation within the CNCR. Within the CNCR, the College of Women was set up in 2005 to provide a dialogue platform for women members of the POs in order to facilitate and improve their capacity to express their concerns on national agricultural programs and policies. The College of Women's strategy includes a policy of decentralization, which will also be implemented at the level of Tambacounda and Koussanar. Similarly to the factors that led to the creation of the College of Women, in 2012, the College of Youth was founded to enable youth in rural areas to advocate more for their rights, and additionally be more involved in economic activities.

46. **APROVAG** is also part of other consultative organizations at the local and national level, such as for example, the Coalition for the Protection of Genetic Heritage (COPAGEN).

47. **Senegalese Association for the Production of Peasant Seeds (ASPSP)**, of which YNW is member. Founded in 2003, it promotes traditional, non-hybrid varieties of seeds in order to increase self-sufficiency and autonomy among smallholder producers. Organizations associated with the ASPSP must engage themselves to undertake trainings of their members on entrepreneurial ways to increase agricultural productivity and production. Within this context, gardens and fields of seed production have been created and are monitored in four regions of Senegal: Casamance, Eastern Senegal, regions along the river, and in the center of the country. The main areas of work are: (i) technical training of seed, (ii) information-sharing, exchange and capitalization of traditional knowledge and techniques, (iii) advocacy, awareness raising on the importance and value of organic seeds to farmers and public actors such as policy makers, (iv) increased bargaining power and leadership within the seed production activities.

Governmental research support institutions

48. **The ANCAR and the government's technical support agencies.** The National Extension Services Agency's (ANCAR) main objective is to assure support to the agricultural sector and rural world of Senegal, and meet in partnership with POs and critical actors in agricultural development (NGOs, the Regional Directorates for Rural Development (DRDR), etc.) producers' needs. The designated directorates for specific areas act in liaison with local authorities and POs. Official agreements and contracts with a clear, defined framework will

department and the Niandam producers' federation in the department Of Podor, regrouping entirely within them Groups of Economic Interests (EIG) operating banana perimeters.

be established with these structures in order to reinforce their support to POs and the project's initiatives. In order to strengthen already in place initiatives and collaborations, partnerships with government services, especially the Ministry of Agriculture and Rural Equipment will also be pursued.

49. **Agricultural and agro-food industry research.** Agrarian and agro-food industry research in Senegal is assured by (i) the Senegalese Institute for Agricultural Research (ISRA) and its research centres such as the Center for the Development of Horticulture (CDH) and (ii) the Food Technology Institute (ITA). Additionally, support from polytechnic schools such as the one in Dakar, will be of great help in the search of innovative, adapted, and sustainable technologies (such as for example solar dryers and fonio decorticating machines). The project will initiate more partnerships with these structures, especially in the research domain of the processing and conservation of cereals, bananas, and fonio.

Civil society

50. **ActionAid Senegal (AAS).** AAS will be the privileged operational partner of the POs and will assure the project's operationalization and monitoring. Its important role in the project is justified by its recognized expertise and knowledge of the POs context given past work and activities pursued together, as well as its strong understanding of the POs institutional arrangements and functionalities. Its competencies in project follow-up includes participative initiatives, and a strong understanding of human rights, gender equality and equity, sustainable agriculture, good governance, and climate resilient activities (CRSA)²⁸. In consequence of climate change which has led to increased environmental degradation and producers livelihood vulnerability, ActionAid has set up a system of access for producers to climate information with the National Agency of Civil Aviation and Meteorology (ANACIM) which allows producers to have early warning systems on climate change at the community level. Currently they are partners in the project "*Strengthening the Economic and Political Power of Women in Rural Areas for the Sustainable Improvement of Their Living Conditions, Tambacounda and Kédougou Regions*", co-financed by the French Development Agency (AFD). The project with the GAFSP aims to complement, reinforce and increase dynamics that are already in place in this project. ActionAid's role will aim to continue bringing technical support in activity, and the governance and coordination mechanisms between different stakeholders involved in the project²⁹. Moreover, ActionAid will also assist POs to ensure that the local initiatives and dynamics promoted by the project can lead to increased policy dialogue at the national level.

51. **Other NGOs.** Other NGOs and civil society organizations will support the POs depending on their sector and area of intervention. These organizations include: VECO, Horizon 3000, which collaborates with APROVAG, Enda-Pronat, partners of YNW, which has a long experience in the valorisation of local products, etc. Synergies and collaborations will be sought to share experience and strengthen the project's objective. Additionally, the partnership with the Union of Agricultural Producers / International Development (UPA/DI)

²⁸ CRSA is an approach used by ActionAid, Climate Resilience Sustainable Agriculture which includes 7 pillars: (i) gender equity and women's rights, (ii) soil conservation, (iii) water conservation, (iv) development of agro-ecological and organic agriculture, (v) diversification of livelihoods, (vi) processing and market access, (vii) support to producer organizations.

²⁹ ActionAid, in collaboration with the CNCR, coordinates the civil society platform on the follow-up of the Agricultural Investment Plan.

within the framework of the FAO- UPA/DI agreement could be enhanced. For example, the tools developed by the FAO Partnerships, Advocacy and Capacity Development Division (OPCP), the FAO Sub-regional Office for North Africa (SNE) and UPA/DI, within the project "Strengthening the role of networks of professional agricultural organizations and fisheries in food security in the Maghreb" could be adapted, such as the training guide "Developing a common vision for strengthening performance, equity, governance and management of the POs". It would also be relevant to adapt the methodologies developed by UPA/DI to support the farmer to farmer/peer-to-peer approach.

Other structures involved in the project

52. **Local authorities and decentralized administration of the State.** The Tambacounda Regional Council, the Communes and the Rural Communities concerned will be involved in the project's initiatives to ensure consistency with local development plans and other on-going initiatives. The Regional Council and the City Council of Tambacounda will be particularly involved in setting up a Support Center for Rural Entrepreneurship. Prefectures and sub-prefectures will also be engaged in the project. In this context, the project will refer to the Regional Development Agency (ARD), whose mission is to support the coordination and compliance of local development interventions and initiatives by local authorities.

53. **MakeSense.** Founded in 2010, MakeSense is an international organization and a community of volunteers and entrepreneurs specializing in supporting and promoting social entrepreneurship. For several years, MakeSense has been engaged with enterprises and also public organizations to increase its impact and the dissemination of solutions to entrepreneurs. MakeSense has opened incubators in Dakar, Paris, Mexico City, and Brussels and offers entrepreneurs at various levels of advancement, programs of emergence, acceleration and improvement. Present in Senegal since 2014, MakeSense has become a central player in social innovation and entrepreneurship, and supported hundreds of entrepreneurs. Moreover, the organization has trained more than 900 students from the African Institute of Management Group (AIM) on socially innovative techniques, and sensitized thousands of citizens through events, and workshops organized in partnership with the Dakar City Council, the French Embassy in Senegal, the International Monetary Fund (IMF), the Ministry of the Economy, Finance and Planning, and the FAO Representation in Senegal through vocational training on the theme "undertaking for food security". The role of MakeSense in the project will focus on advising, designing and managing activities to establish a Support Center for Rural Entrepreneurship in Tambacounda, and supporting POs and EIG members in setting up entrepreneurial projects.

54. **African Institute of Management Group (AIM).** Founded in 1996, the AIM Group based in Dakar is a training institute that offers on four campuses (Dakar, Bamako, Ouagadougou, Tambacounda) trainings to 3000 students of various nationalities programs and trainings around management, design and engineering. The AIM has been awarded the « Excellence Center » label by the West African Economic and Monetary Union (UEOMA). One of the leading management schools in West Africa – its researchers and management professionals will strengthen the project by bringing their technical support, especially through the campus in Tambacounda located close to the project's areas of intervention.

55. **Financial Institutions.** The main financial institutions in the rural sector are: (i) the Caisse Nationale de Crédit Agricole of Senegal (CNCAS) - present in all the regions and

departments of Senegal and whose main mission is to finance the agricultural sector; (ii) Senegal Credit Union (CMS), which operates at the level of rural communities in Senegal; (iii) the saving and credit union (MEC) and others networks such as PAMECAS. In addition to these institutions, other forms of credit and capital access exist through for example the National Fund for the Management of Priority Investments (FONGIP), which supports the creation of micro-enterprises, the participation of the youth in the formal sector, and the reintegration of the unemployed. While one might expect commercial banks (CBAO, ECOBANK, BICIS and SGBS) to offer increasingly more services to people in rural areas, they have since their creation provided very few financial services to the agricultural sector.

56. **Private sector.** Private investment in the agricultural sector still lacks today. Within the project's area of intervention, private initiatives (artisans and / or traders, transporters) in the supply of good and service along the upstream and downstream of production processes remains low. Although the state is increasingly encouraging its involvement in rural areas, the private sector's existing dynamics and mechanisms of investment are still weak in the agricultural sector. The project will collaborate with a number of the private sector's representative, including the National Union of Traders and Industrialists of Senegal (UNACOI) which is an organization of industrialists and merchants, and the Confederation of Enterprises and the Patronage.

1.1.4.2. Stakeholders engagement

57. The project was established by the FAO - supervising entity - in close collaboration with the POs APROVAG and YNW, and the implementation project partners ActionAid Senegal and MakeSense. The POs shared their strategic plans and priorities – such that prior to the formulation of the project they expressed their main concerns such as the factors restraining the economic activities of the communities they support.

58. The defined objectives, activities and outcomes of the project are based on a thorough analysis and observation on the ground of smallholder producers' economic and social constraints. Following several meetings, field visits from representatives of ActionAid, MakeSense and the FAO with the POs (APPROVAG and YNW), their various governing structures, and lastly their members (smallholder producers, processors including men and women, some networks of women) in the region of Tambacounda, the project was built upon the enunciation of constraints. All the project's stakeholders were identified in order to anticipate an efficient coordination following the projects' start date.

59. Public institutions at national and local level have also been involved in all the exchanges that have taken place with regards to the project (Ministry of Agriculture and Rural Equipment, Ministry of the Economy, Finance and Planning, research institutes, local authorities, etc.). The Government of Senegal through the Ministry of Finance and the Ministry of Agriculture and Rural Equipment (MAER) gave its favourable opinion to the project through letters of "non- objection".

60. The strong participative approach that was pursued during the project's formulation will persist during the project's implementation and its strategy. Accordingly, the project founded upon participatory dynamics and coordinated mechanics, will lead to sustainable outcomes.

1.1.4.3 Claims mechanism

61. A grievance mechanism will be included during the project's implementation in order to address concerns of project recipients and stakeholders following the potential violation of social and environmental matters. The mechanism will be founded upon the FAO Senegal's past experiences. The operationalization of this mechanism will be communicated at the launch of the project. It will for example, be posted as a reference in the project office in Tambacounda. Potential violations of social and environment matters during the project will be posted in French and Wolof on the FAO's website in Senegal.

1.1.4.4 Dissemination

62. The project's proposal, prepared in July 2016 by the FAO in close collaboration with APROVAG, YNW, ActionAid and MakeSense, approved by the GAFSP in October 2016, was presented to the various recipients in January 2017 to acquire as much feedback as possible. Moreover, the proposal was presented to the FAO staff to acquire information on past and present projects in the area of intervention. Furthermore, the project was presented to the Ministry of Finance and to the Ministry of Agriculture and Rural Equipment to verify its compliance with the government's aspirations for agricultural development. In Tambacounda and Koussanar, information on the project was disseminated to local authorities, technical services, AIM and the PADAER project, as well as to the NGO VECO and Enda-Pronat. In the field, the project objectives and strategies were presented to direct beneficiaries (EIG, smallholder producers, women, and youth) during village-level meetings facilitated by APROVAG, YNW and Action Aid Senegal. The same logic of dissemination of information will be adopted in the implementation phase.

1.1.5 Knowledge-sharing and lessons learned

63. In order to increase the project's positive outcomes, the project will build on successful past and on-going experiences, activities and initiatives developed by POs, and other stakeholders involved in the project.

64. Outcomes from partnerships between APROVAG and its partners VECO, HORIZON3000 and AGROFAIR in the banana sector have improved the quality and quantity of banana production. The project will build on these experiences, which have for example enabled packaging stations meet national and international market demands.

65. Moreover, with regards to the banana sector, the initiative of past FAO projects, such as the distribution of vitro plants to certain members of APROVAG, carried out in 2014 and 2015, is for example, an initiative that will merit inclusion in the renewed project's implementation.

66. With regards to banana processing, (banana flour, couscous, vinegar, etc.), initiatives such as the Program to Support Agricultural Development and Rural Entrepreneurship (PADAER) initiated by the IFAD within APROVAG's area of intervention has been successful, as it has enlarged market access to include in addition to Tambacounda, Dakar's market. Nonetheless, an improvement in production techniques (drying, vinegar production) and the quality standard, as well as marketing are necessary to increase access to new markets. The same can be said in general for other processed products in the region, such as cereals and especially fonio. Within this context, the project will aim to improve these initiatives by introducing techniques and technologies that will facilitate the transformation processes of

these products. For example, through the facilitation of partnerships with institutions such like the Dakar Polytechnic School and the agronomic research for development institute (CIRAD), the project aims to improve the processing techniques.

67. The support for seed banks and cereals that will be provided will be based on experiences that have been initiated between YNW, and NGOs such as ActionAid and Enda-Pronat. FAO's proven experience with warrantage techniques will help manage these grain banks to create opportunities for producers to access credit.

68. With regards to seed multiplication, the activities that will be initiated are based on the experience developed by the Senegalese Association for the Production of Peasant Seeds (ASPSP) of which YNW is a member. Past experiences have allowed the creation of peasant seed banks and the training of producers / multipliers in six villages.

69. ActionAid's Action for Circles, and the FAO's Dimitra Clubs present approaches that can be duplicated and consolidated in the project in order to strengthen advocacy, reflection and discussion within communities and groups.

1.2 EXPECTED RESULTS

1.2.1 Impact

70. The project's outcomes are defined according to the GAFSP's general objective: *Improve income and food security of the poorest populations in developing countries.*

1.2.2 Products and Results:

Results

71. Based upon the project's objective in Senegal, namely "Improving agricultural productivity and access to market for smallholder producers, in particular women and youth members of producer organizations." The expected results are as follows: *Agricultural productivity and market access for smallholder producers, particularly women and young members of producer organizations are improved.*

72. To achieve this, the project will promote rural entrepreneurship by improving access to markets, credits, innovative technologies and climate-resilient production practices. It will also provide new opportunities for young people and women, and increase in general the revenue of POs. Accordingly, the project will improve food and nutrition security and communities' basic needs necessary for survival.

73. The project will focus on three main areas of intervention:

- i. Professionalization of producer organizations (POs) and accordingly entrepreneurial capacities, particularly of women and the youth through the enhancement of their bargaining power and representativeness;
- ii. Creation of innovative and sustainable economic partnerships, in particular with private businesses for the supply of climate resilient inputs, processing, packaging and marketing techniques;
- iii. Strengthened financing capacities of smallholder producers through the POs.

Products

74. The needs expressed by the targeted recipients (POs and their smallholder producers members) will be met through 3 components which comprise 5 products:

75. **Component 1.** : « Professionalization of producer organizations (POs) and accordingly entrepreneurial capacities, particularly of women and the youth through the enhancement of their bargaining power and representativeness”.

- Product 1. : Governance, production and management capacities of smallholder producers are increased.
- Product 2. : Through improved and increased interaction and dialogue platforms at the local and national level, women’s participation and bargaining power in key decision-makings in rural areas are improved.

76. **Component 2:** “**Creation of innovative and sustainable economic partnerships, in particular** with private businesses for the supply of climate resilient inputs, processing, packaging and marketing techniques”.

- Product 3: Rural entrepreneurship initiatives initiated by women and the youth are increased and reinforced.
- Product 4: Commercial contracts between the POs and the private sector that benefits each actor are increased, and additionally the POs economic activities are increasingly integrated in the food value chain.

77. **Component 3:** « Strengthened financing capacities of smallholder producers through the POs”.

- Product 5: Credit and finance access for smallholder producers are facilitated and diversified.

Activities according to products (more detailed in annex V)

78. **Activities defined for Product 1.** Activities related to outcome 1 will support the emergence of rural micro-enterprises to attract private investment and create employment and accordingly revenue opportunities for smallholder producers, women and youth. In this context, the recipients and stakeholders implementing the project will need managerial technical skills. The activities are as follows:

- **Socio-economic study** carried out at beginning of the project to evaluate context and define first steps;
- **Assist in the establishment of a Support Center for Rural Entrepreneurship**, which will act as an incubator to encourage and scale up past and new entrepreneurial initiatives. Its establishment will include: (i) identifying the needs of the POs’ members; (ii) existent space and equipment; and (iii) a communication strategy;
- **Activities of Support Center for Rural Entrepreneurship** to assist new and existing rural entrepreneurs, women and initiatives within POs. It will be responsible for: (i) training in entrepreneurial management and the provision of innovative tools to assist POs, EIGs and producers in the development of their activities and projects; (ii) the organization of workshops for the emergence of activities complementary to the banana and fonio sector, to exchange and share ideas on the initiatives women and

the youth are engaged in, and ways in which they could diversify their production and processing of banana and fonio; (iii) the establishment of a program to support new rural entrepreneurs; and (iv) the establishment of a program to support and strengthen existing economic initiatives³⁰ within APROVAG and YNW;

- **Reinforcement of POs' organizational capacities** to improve governance, organizational development and advocacy. This support will be carried out in synergy with the FAO Partnerships, Advocacy and Capacity Development Division (OPCP) which has already developed a range of tools that could be adapted to POs needs. For instance, available tools are on: strengthening organizational performances (performance self-evaluation, equity, governance and management), vision and strategic planning exercises to ensure effective service delivery and support of leadership development for autonomous and democratic organizations. Trainings on leadership and negotiation are also available and could be adapted to the project specific needs;
- **Reinforcement of the technical capacities of the producers** through daily training workshops and / or reusing past successful practices specific to each sector and / or technology to increase the profitability of economic activities while at the same time meeting the markets demand; and
- **Reinforcement of the advisory support service (public and private actors) to smallholder producers.**

79. **Activities for the Product 2.** A majority of women are engaged in the agricultural sector and contribute significantly to the food and nutritional security of households. However, they face constraints in access to factors of production and have limited knowledge of best entrepreneurship practices. The project will expand the scope of women's economic opportunities and bargaining power so that they can intervene at all stages of the value chain. Their initiative and decision-making will be encouraged and strengthened through the following activities:

- Political Dialogue platforms on Women's Rights;
- Awareness-raising on women's rights at the village and rural community level;
- Support of entrepreneur women. To increase entrepreneurial skills and techniques such as negotiation, sales and marketing of APROVAG and YNW women; and
- Establishment of networks of rural entrepreneur women.

80. **Activities for the Product 3.** The project will strengthen the existing enterprises and support the creation of new small enterprises for the production of goods and services, for the commercial promotion (processing) and marketing of the existent products. The planned activities are listed below :

Support rural micro-enterprises serving agricultural production including:

- Strengthen compost production at a three-unit level³¹. The project includes: (i) a study on the availability of raw materials, particularly manure, and a market prospecting study; (ii) new investments for equipment; and (iii) training / on production techniques

³⁰ Packaging, marketing and processing of bananas, production of compost, production of plants, transformation of fonio.

³¹ Sankagne 3 et Nguene 2 and Sall are operational

and entrepreneurial management (see Product 1). Approximately 75 people, at least 50% of whom will be involved in this activity;

- Renewal and multiplication of the planting material for banana plantations, which provides for: (i) the distribution of 12500 vitreous banana plants produced by Center for the Development of Horticulture (CDH) to 500 producers, including all women members of APROVAG; and (ii) the reinforcement of banana multiplication units from plants derived from stem fragments to reach a production of 15,000 plants per year. Approximately 15 young unemployed members from the POs (five per center) will receive this support (see product 1) to establish an entrepreneurial organization and management system;
- The maintenance of existing local grain and seed banks in three YNW villages will be reinforced and oriented towards a model of social enterprise management. Moreover, access to a warrantage system of microfinance will be pursued if applicable (see Product 5). In close cooperation with existent initiatives implemented by YNW and the Senegalese Association for the Production of Peasant Seeds (ASPSP) and ActionAid, the project will support the conservation of seed stocks;
- The training and strengthening of the management of all YNW and APROVAG's cereal banks to ensure a sustainable and equitable economic functioning;
- Support of micro-enterprises such of suppliers of goods and services that will be the result of the workshops organized by the Rural Entrepreneurship;
- Support Centre for the emergence of activities complementary to the banana and fonio sector (see Product 1).

Support for the use of innovative technologies and technologies for production and processing. At the production level, it will be necessary to orient and support producers in their choice and acquisition of irrigation and water pumping equipment - more efficient in comparison to the current ones used for the production of bananas (cf. solar irrigation systems, water saving systems, etc.). The enhanced productivity of banana and cereal production will be supplemented by the reinforcement of their agro-food processing units. Partnerships will be sought with ITA, ISRA and the Polytechnic School of Dakar in order to access innovative and adapted techniques (water-saving techniques). The following will be implemented:

- Solar pumping and water-saving irrigation systems on new plots or/and within existing perimeters mainly exploited by women. These perimeters will be used and defined as learning fields and/or as experiment areas (in order to make sure that the new irrigation system introduced is functional and adapted to the local context);
- The acquisition of innovative banana processing technologies from existing units in Tambacounda (vinegar production) and Nguene (flour production, couscous,

- etc.). Specific assistance will be provided by the FAO's technical divisions in collaboration with the ITA to identify and implement cost-effective solutions; and
- The strengthening of fonio processing units and of cereal flour production units in Koussanar. This support aims to specifically work on existent technologies that need improvement (cf. solar dryers), create networks between producers and more training on the ways they operate³². Approximately 10 people will work at the processing center, more than 80% of whom will be women - reaching a network of about 770 producers, 720 women and 50 men.

81. **Activities for Product 4.** In order to strengthen the mechanisms between supply and demand and foster strong and transparent trade dynamics, the project includes capacity-building activities to better integrate the food value-chain, and access credit and market-related information (marketing, prices, etc.) The following activities will be developed:

- **Training of POs and smallholder producers to better integrate and be informed on the marketing channels of agricultural products.** A study will be formulated and presented during a workshop in order to inform and update the state of the banana and the fonio's sector. A training program for POs and their members will also be set up in order to inform and equip smallholder producers with marketing skills, market mechanisms, so they can better meet market demand.
- **Increase information access on markets tied to the agricultural sector** (price, quality, traceability of agricultural products) in order to allow greater market transparency. Past experience from the FAO's project "Agricultural Services and Digital Inclusion in Africa", which aims to increase producers' access to market information systems will support the project;
- **Marketing support initiatives at both the local and national levels will be strengthened.** Within this context, negotiations and agreements will be facilitated between POs, local authorities and contract management committees. POs will also be involved in the formalization of contracts with central purchasing and sales centres in Dakar and in major consumer centres;
- **Support in the establishment of trade agreements ranging from simple contractual arrangements to public-private-producer partnerships;** and
- **Promotion of local products through increased information, education and communication (IEC) campaigns,** and participation in local, regional, national fairs, such as for example the International Fair of Agriculture and Animal Resources (FIARA) and the International fair (FIDAK). Moreover, increased advocacy and favouritism of local production and consumption (favouring food and nutrition security and economic activities in the region).

82. **Activities for Product 5:** The main constraint to rural investment is access to finance, and in particular to credit, which ask for guarantee, interest rate, which cannot be met/provided by smallholder producers. The project will aim to curtail these constraints through the following activities:

³²Including the Fonio Sector Network (RAFF) supported by PADAER. The RAFF was founded in Kédougou by the members of 30 PMER transformers fonio of the regions of Kédougou (20 MPER), Kolda (07 MPER) and Tambacounda (03 MPER) with the collaboration of BIOESSENCE and Sen Women Up.

- **Increase PO negotiating skills and understandings of finance institutions.** Within this framework, POs and their leaders, including UNAFIBS and the CNCR, will have an important role to play. The module on financial management developed by OPCP and the FAO Sub-regional Office for North Africa could be adapted for the project needs.
- **Strengthen solidarity and social credit schemes;** and
- **Promote innovative financing initiatives and identify and implement a "chain financing" mechanism.** Within this context, the application of the warrantage system will be studied and supported.

1.2.3 Assumptions

83. The assumptions identified at the result, outcome and products level of the project will mainly depend on the political and socio-political context at the local and national level. With regards to the political environment, the success of the project will depend on the following factors:

- Geopolitical stability in Senegal;
- Implementation of the sectorial policies adopted by the Government in rural areas and related measures to support rural entrepreneurship;
- Local institutions' (cf. local and regional authorities) support of rural enterprises;
- National and local policies favouring producers' access to markets (physical locations, taxes, transport, etc.);
- National policies favouring producers access to financing through for example a development fund;
- Implementation of the gender strategy adopted by the Government.

84. At the socio-economic level, the assumptions identified are:

- Interest and willingness of POs and their members, as well as local actors, to adopt an entrepreneurial vision in the pursuit and improvement of economic activities;
- Willingness of POs to implement gender-inclusive strategies and action plans;
- Willingness of women entrepreneurs to create networks and / or places of exchange;
- Effective collaboration between stakeholders and partners such as research institutes (ITA, ISRA, ESP) and the POs;
- National and international market demand for products from the project's area of intervention;
- Existence of rural finance institutions; and
- Interest and willingness of POs and their members, as well as microfinance institutions to work together and improve credit access and usage.

SECTION 2 – FEASIBILITY

2.1 RISK MANAGEMENT

2.1.1 Main project risks

Three key risk areas have been identified in the implementation process of the project as specified below:

- Economic: Administrative delays from the authorities or market management committees in the allocation of sales areas and / or partitioning of the markets limiting the access of smallholder producers to retail spaces;
- Institutional: Low collaboration between POs and the actors involved in the project leading to a slowdown in the implementation of activities;
- Operational: Limited capacity of public and private service providers leading to low support of producers.

The mitigation strategies are presented in the chart of Annex IV.

2.1.2 Environmental and social risks

85. Project support to agricultural production initiatives presents a low risk to the environment to the extent that the POs involved and their members cultivate the land in line with sustainable practices, promote their traditional seeds (farmers' seeds) and are conscious of the necessity of respecting their land.

86. Climate risks (drought, flood, adverse climatic conditions) adversely affecting crop yields do exist, while producers are increasingly adopting cropping calendars and farming techniques resilient to climate change.

87. From a social standpoint, this project presents no risk to the POs and local communities. These consolidated structures are anchored in their territories and are characterized by dynamics of internal debate and democratic renewal of instances. Although women are still underrepresented in decision-making bodies, their concerns have over time been taken into account.

2.1.3 Risk Management Strategy

88. To effectively manage the risks that may arise during the implementation of the project, key stakeholders at both national and local levels will be capacitated and empowered. The list of current risks (Annex IV) and the proposed mitigation measures will be reviewed and discussed with partners at the start of the project. Subsequently, the project team including the program coordinator and the human resources of APROVAG and YNW and the supporting structures (ActionAid and MakeSense), as well as the FAO in the role of a project supervisor, will monitor the advancements in response to the principal risks identified. These advancements will be discussed during the project team's coordination meetings, the FAO's supervision missions, as well as the Steering Committee's meetings.

2.2 IMPLEMENTATION AND MANAGEMENT AGREEMENTS

2.2.1 Institutional Framework and Coordination

89. The project will be under the supervision of the Ministry of Agriculture and Rural Equipment (MAER). Nonetheless, it is important to stress that the implementation of the project falls under the responsibility of the civil society, notably the POs with the support of state and non-state partners under the technical and administrative supervision of the FAO. A Steering Committee and a local coordination unit will facilitate the steering, coordination and monitoring of the project. Stakeholder participation and the establishment of gateways

between them to strengthen their collective actions will guide the implementation of the project.

90. **Steering Committee (SC).** The SC will be chaired by the MAER and co-chaired by the CNCR (as vice-president) to ensure strong commitment of civil society in the implementation process. Other stakeholders involved in the SC will be as follows: the POs (APROVAG and Federation Yakaar Niani Wulli) which are the promoters and beneficiaries of the project, the National Platforms of producers (UNAFIBS, NCRC and College women), government representatives, FAO, ActionAid and MakeSense Senegal. The SC will meet once a year to monitor project progress and to ensure project objectives follow the intervention strategy. More specifically, the steering committee's tasks will be to: (i) approve the annual work plans and budgets (AWPBs); (ii) approve annual implementation reports, (iii) review and approve audit reports; and (iv) ensure that recommendations made by the supervision and audit missions are implemented.

91. **Local multi-Stakeholder platform.** The platform will set up in Tambacounda with farmers' organizations involved in the project, the civil society, the private sector (processors, key value chain actors, etc.) and decentralized offices of the MAER in Tambacounda, with membership remaining open to newcomers. The platform will meet twice a year and is responsible for:

- Ensuring the implementation of project activities according to the work plan, logical framework, and recommendations from the SC, etc.;
- Ensuring collaboration and synergies between various actors (SC, partners carrying activities, the FAO etc.) in line with the manual of procedures and other project documents;
- Ensuring coherence between project activities;
- Ensuring implementing partners are aware of the project's potential risks (of various kinds) in the course of their respective activities;
- Providing all relevant information to the Local Coordination Unit (LCU) to facilitate their progress reports that address the financial status, planning, needs and challenges of the project.

92. **Local Coordination Unit (LCU).** The SC and the platform will be assisted by a local coordination unit (LCU), which will be responsible for the implementation and M&E of the project. An approach based on the participation and accountability of all stakeholders, and in particular rural women and targeted POs, will be adopted by the management team. The LCU, based in Tambacounda, will be composed of a project coordinator, an assistant to the project coordinator, and a monitoring and evaluation officer. The coordinator, assistant to the coordinator and the monitoring and evaluation officer will be recruited by the FAO at the national level through a participatory process with other stakeholders – and will be made available to both POs and their partners. A driver will also be hired in order to transport the LCU. The coordinator will be selected and recruited according to standard FAO procedures and therefore through the involvement of all partners in order to create a coordination unit recognized by all stakeholders. The FAO Representation in Senegal will provide administrative support, as well as support on the project communication strategy and activities. The LCU will have its headquarters at the APROVAG office in Tambacounda.

2.2.2 Strategy and Methodology

93. The project will be implemented in a three-phase process:

i) *Launch and start-up phase (3 months):*

- The creation of the Steering Committee;
- The development of the first work plan;
- A project launch workshop to ensure that all relevant information is made available to all stakeholders;
- Recruitment of the local coordination unit staff, including the coordinator, assistant to coordinator and the Monitoring and Evaluation officer. Recruited by the FAO and made available to the project and POs;
- Furnishing and preparation of the office as well as acquisition of transport vehicles and
- A procedure evaluation manual.

ii) *Strategic development and technical implementation (31 months):*

- Implementation of the activities subject to annual work and budget plan; and
- Final workshop.

iii) *Final Report and Lessons Learned (2 months):*

- Elaboration of the final report that will include recommendations and actions to ensure the sustainability of the project and moreover ensure that the results and lessons learnt are replicable.

94. With regards to activity implementation, as a supervising entity, the FAO will follow an approach whereby the other entities- that is- the POs, and the other stakeholders (ActionAid, MakeSense, etc.) carry out the activities. It would also be appropriate to adapt the specific methodologies developed by UPA/DI to support the farmer to farmer/peer-to-peer approach aimed at strengthening POs. The FAO values the enhancement and betterment of agroecology, and farming practices that are resilient to climate change as the promotion of local products, through participative initiatives. Trainings on the use of innovative technologies and ways of production will be in particular carried out using the farmer-to-farmer FAO method.

95. Letter of Agreements (LoA) will be established with the relevant project actors (firstly the two POs, ActionAid and MakeSense) according to the FAO's standard procedures, and on the basis of a program of activities established according to local communities' needs, as well as the expertise and technical experience of actors in the relevant area of intervention. The public sector (research institutions, decentralized structures of MAER, etc.) and the private sector will also be involved according to the skills needed to effectively implement the activities. Once more, the support of these external actors will be defined within the framework of LoAs.

96. The supply of equipment's and new infrastructures will take place through call for bids (3 bids) issued by and / or with the support of the FAO's Representation in Senegal. According to the area of expertise, training workshops, and close activity monitoring will be organized by the POs, ActionAid and/or MakeSense. The facilitators will be experts from both the private and public sector.

97. Project implementation will have to follow certain specific steps to ensure that the relevant actors are in charge of appropriate activities.

98. An initial socio-economic investigation and study will be established to define the

baseline conditions and context, as well as to explore and verify the possibilities for the development of extended entrepreneurship initiatives. Furthermore, specific technical and economic feasibility studies, as well as market studies, will be conducted to identify the level of assistance that is required to support certain activities (i.e. banana processing, compost production, etc.)

99. In addition to finance supervision and management, the FAO will provide technical support through support missions from the FAO's HQ (partnerships, gender, etc.) and from the FAO's Regional office of Africa (RAF) under the coordination of TCIA as the Lead Technical Unit (LTU). This technical support will apply mainly to the supervision of the value enhancement / processing of products (especially bananas), financing and communication mechanisms. Partnerships will be sought with projects in progress at the FAO.

100. In addition to the key role YNW and APPROVAG play in the provision and extension of services to their members, both POs will play a crucial role in the project's implementation. In order to improve market access to their members and thus their agricultural productivity, APPROVAG and YNW will improve and increase partnerships with other actors in the food value chain and increase the possibility to establish commercial contracts. Each PO has well-established partnerships with NGOs, and other local actors, which has so far allowed them to provide some market and credit access (as they act as guarantor). Membership to APPROVAG and YNW has had some positive effects such that the POs did act in the past as guarantors for credit access. Moreover, the MEC within the APPROVAG office has also enabled smallholder producers to have more access to finance systems. Nonetheless, productivity levels still remain low, and the POs are still financially tied to many actors. Within this context the project really aims to allow the POs to become self-sufficient and financially independent. As a member of the CNCR (the Union that brings together banana producers), and unions such as the College of Women, APPROVAG has played a strategic role in creating dialogue platforms with the government in order to discuss the production and marketing of relevant agricultural products.

101. While all project components involve active participation of all stakeholders, specific responsibilities for allocations of accountability are defined according to the activities and specific product each entity specializes in. Annex VI shows the involvement of stakeholders by component and product.

2.2.3 Technical Support

102. According to the needs of specific activities, human resources involved in the project, apart from the coordination unit, the technical staff of APPROVAG and YNW, ActionAid, and MakeSense, will involve some consulting firms / companies.

103. The technical unit of the FAO responsible for overseeing the project (LTU) will be the Investment Centre Africa Service (TCIA) that will conduct regular missions throughout the project's duration. Other technical divisions will be involved, in order to provide support to the processing of bananas (i.e. agribusiness sector) and for the implementation of the warrantage system. The FAO will rely on relevant national and international consultant experts.

104. The project will allow the organization and optimization of peer-learning, exchanges, and of a forum, to share lessons between project beneficiaries and stakeholders in order to facilitate and contribute to the sustainability of future projects and the self-sustainability of

this project.

2.2.4 Governmental Contribution

105. The project is implemented by the civil society. Moreover, the government, that is the Ministry of Agriculture and Rural Equipment and the Ministry of Finance, have given their opinion of no-objection. Through their participation in the Steering Committee, the Ministries will be informed about current activities, and will be able to facilitate the adoption and / or implementation of administrative measures to support them, as well as build links with other state initiatives in the relevant domains of intervention.

2.2.5 Resource Partners

106. The Global Agriculture and Food Security Program (GAFSP), is the project's donor and will contribute USD 2.48 million over a 3-year period (36 months). A detailed budget of the project is presented in Appendix II. The expenses of the project will be planned more concisely, and also based on a reviewed annual basis, approved quarterly / semi-annually by the FAO Representative (budget holder) in Dakar.

2.2.6 Management and Operational Support Arrangements

107. Implemented activities and the ways through which they will be technically and financially supported can be found in the LoAs (Letter of Agreements) between the FAO and the project's implementation actors (Action Aid, MakeSense). The LoAs will be established according to the FAO's procedures and the project's specific goals. The acquisition of property and equipment (formulated in the LoAs) will also be conducted according to the FAO procedures.

108. Fund management will be conducted according to the budget's oracle codes. The FAO will take the responsibility of submitting progress and accounting reports to the GAFSP once a year. The project's financial accounts will be subject to the FAO's audit procedures.

2.3 MONITORING, ASSESSMENT, PERFORMANCE AND REPORTING

2.3.1 Scope and purpose

109. A monitoring and evaluation (M&E) plan will be implemented to steer the project activities and evaluate their impact in relation to objectives and expected results. The monitoring will also allow to adjust and redirect activities throughout the project based on the results observed and changes needed.

110. The methodology is based on the results-based management (RBM) to enhance decision-making at multiple levels. This system will be used to provide useful information and relevant analyses to measure the progress of activity implementation, to measure their effects and impacts on the recipient groups, and facilitate the steering of the project. It will be based on a short list of easily verifiable indicators that can easily be broken down, wherever possible, by sex and age, so as to provide information regarding the project's contribution on issues such as gender equity, and the inclusion of youth.

111. To ensure that follow up and evaluation are properly conducted, the project will define: (i) the initial situation (baseline) to follow the project's evolution following its

implementation and compare it with the economic social and environmental conditions at the end of the project, (ii) tools to perform the collection, development, monitoring and analysis of data, and (iii) a system of information management and dissemination (monitoring reports, evaluation report, communication, etc.) designed and oriented towards the recipients (project team, PO, beneficiaries, partners, donors, the general public).

112. At the onset of the project and to ensure an early and efficient operationalization, tools for the M&E will be developed by the Local Coordination Unit (LCU) with the support of the FAO (Representation in Senegal, RAF and TCIA). These tools will be integrated within the monitoring methodology that will detail all the M&E mechanisms (actors, types of survey, and data collection tools, procedures) and define how these tools will be the most adapted to local context and evaluation.

113. The M&E mechanisms will be participatory and involve all the stakeholders of the project: POs (APROVAG and YNW), their umbrella organizations (UNAFIBS, NCRC), the financial and technical partners, such as the FAO, ActionAid, NGOs and partner associations such as MakeSense, and the Government (Ministry for Agriculture, Ministry in charge of Finance).

114. The establishment of the M&E system will translate into:

- At the local level, that is in Tambacounda, an officer will be designated in order to follow-up and coordinate the capacity building of APROVAG and YNW in monitoring their own activities;
- Quantitative surveys to define the baseline situation and monitor the project's implementation will be used for comparison through the use of tools, matrices and/or impact grids, in order to identify and quantify changes in a systematic way;
- Internal monitoring of the project will be carried out by the coordination unit (under the supervision of the coordination manager). The collection of information, which will include a geographic information systems (GIS) tool for data collection and transmission, will allow stakeholders to observe change through real-time mapping;
- Participatory assessments with stakeholders, partners and service providers in the project's main sectors of intervention (banana, fonio and other cereals);
- The FAO's role as a supervising entity will translate in two field-missions and a follow-up of the M&E system;
- An internal and external mid-term evaluation that will be conducted 18 months after the start of the project;

115. As part of the project, in addition to the monitoring and evaluation (M&E) tool that will be developed, information-sharing, knowledge, and experience will be continuously emphasized. This capitalization of information will make it possible to disseminate the methodology, and products of successful initiatives in order to scale up.

116. The proposed indicators for monitoring and evaluation responds to: (i) the intervention logic of the project, (ii) a simple methodology that takes into account accessibility, collection timing, and elaboration.

117. Indicators proposed according to the intervention logic of the project, as well as the details indicated in the logical framework (baseline data and targets, proof-reading,

assumptions) (Annex I).

2.3.2. Results to be achieved (Outputs and Products)

118. The FAO as the supervising entity of this project will be responsible for the preparation and submission of the various reports to the GAFSP. These ones will comply to the FAO's internal procedures in addition to the GAFSP's requirements. The FAO will prepare regular reports for the GAFSP Steering Committee in accordance with the GAFSP framework document and the M&E plan guidelines. These reports will include financial reports and reports on results achieved (prepared in accordance with the FAO procedures).

- ✓ *Project progress report.* Using the FAO's standard format, the project's team (coordination team) will deliver semi-annual progress reports on the implementation, achievements and challenges the project faces. This six-month progress report will also be delivered to the GAFSP Steering Committee. These reports will include financial information, indicators for physical monitoring of project activities and assessment of challenges, including: (i) identification of results achieved and immediate objectives based on objective indicators that are verifiable; (ii) identification of problems and constraints encountered during implementation; (iii) recommendations for improved initiations; and (iv) a detailed work plan for the next following year; and
- ✓ *Final report.* This final report will (in a concise manner) describe how the project's initiatives have been carried out and the results and objectives achieved. It will also present recommendations and lessons learnt in implementation for any future project follow-up action.

119. Monitoring, performance evaluation and reporting will follow a participatory approach. The Project Supervisor from TCIA will provide support to the Local Coordinating Unit (LCU) in Senegal to ensure that the project meets both financial and timing expectations. The project budget holder will ultimately be responsible for coordinating the preparation of progress reports and final reports.

2.4 COMMUNICATION

120. Good communication is a critical aspect to the project's viability and sustainability. There must be between all stakeholders and actors involved in the project (beneficiaries, civil society, public and private partners) a general agreement on the objectives and progress of the project. Informative and communicative programs will be established and will specifically target women, and the youth. Its objective overall will be to scale-up information sharing between smallholder producers in order to create/ strengthen entrepreneurial ideas and activities. These programs will also target the public and private sector to foster partnerships with producers.

121. The main means of communication will be: (i) the organization of a workshop both at the national and regional levels; (ii) open days in the field, and forums on agri-food and local products' consumption; (iii) radio, including rural radio and television broadcasts; (iv) press releases and communications on the websites of GAFSP, FAO, APROVAG, CNCR, ActionAid, MakeSense and their social networks.

122. The FAO Representation in Senegal will accompany its partners in the implementation

of communication activities through at the development of appropriate communication tools, and in the mobilization of its media networks.

2.5 EVALUATION DISPOSITIONS

123. In line with the FAO evaluation policy, no separate evaluation of the project is foreseen. Nonetheless, the project will contribute to the Evaluation Trust Fund managed by the Office of Evaluation (OED) and can be evaluated on a sector-wide basis with other projects of a similar theme and / or an approach, a geographical area of intervention and similar partners. During the implementation of the project, if the parties consider it necessary to carry out a separate evaluations, the latter will be organized under the responsibility of the FAO Evaluation Office (OED) and entirely financed from the project's budget.

SECTION 3 - SUSTAINABILITY OF RESULTS

124. From formulation to implementation – the activities proposed to meet local needs stand within the principles of social and environmental sustainability. Outcomes strategies following the end of the project are integrated in the design of the project. This is possible given that all the stakeholders (POs, members, owners and partners, NGOs and other programs and partners in the areas of intervention, technical and research services of the state, local authorities and the private sector) were involved in the identification of needs. Moreover, they will accordingly, be involved in all support actions of the project. During the implementation phase, the project will ensure sustainable and continued involvement of local actors and favor long-term partnerships and collaboration. Its participatory approach and the direct accountability of local actors in the implementation of the activities will enable all stakeholders, in particular women and the youth to be integrated.

125. **Institutional sustainability.** APROVAG and YNW are well structured POs, representative of their members. They moreover have a significant experience with regards to economic and commercial projects and activities. Their assistance in the strengthening of organizational and entrepreneurial capacities, the professionalization and empowerment of POs and their members will ensure sustainability in the project. This will be critical to scale-up economic activities in a sustainable manner. The project will foster partnerships between POs and other public and private stakeholders throughout the value chain to create better access to finance and markets.

126. **Physical sustainability.** The participation of actors in the reinforcement and / or implementation of accountability structures and equipment and management accountability will ensure ownership and sustainability in initiatives. Important participation will occur for example, through the establishment of committees responsible for the management and maintenance of pumping systems and irrigation systems, or the management committees for seed and grain banks (that will be physically improved to maintain and enhance stocks.) The project operates in a context where actors are already conducting these types of activities (cereal bank management, management of irrigated areas, etc.).

127. **Economic and financial sustainability.** The project strengthens existing production, processing and marketing dynamics via the capacity reinforcement of the producer organisations. The capacity reinforcement of the producer organisations translates in the

producers being linked to the market and access to finance. The financial sustainability of the project is measured by the capacity of the POs to be financially independent (70% of their revenue comes from producers financial contribution/revenue); create bridges with the private sector (increased number of contracts signed with private enterprises) ; and facilitate access to credit via the MEC.

Success Factors

128. Four elements are central to the success of all activities and objectives: strengthening multi-stakeholder partnerships, mobilizing additional funds (in particular from the private sector), acquiring and disseminating innovative technologies and techniques, reinforcement of food and nutritional security.

129. **Multi-stakeholder partnerships and private and commercial funding.** The mobilization of private and commercial funds will ensure the sustainability of the project's activities.

130. The mobilization of financial resources will be facilitated by the creation of investment frameworks favorable to partnerships with the private sector. The commercial and contracting capacities of POs will be strengthened. POs will be accompanied and closely monitored all-along contracting processes. There will be a particular focus on the degree of acceptance of PO's assets by financial institutions. Producers, processors and other players in the targeted sector (i.e. engaged in banana economic initiatives) will be able to generate additional revenues, some of which will be allocated to new investments. The project will promote and support collaborative initiatives between the public and private sector by integrating diverse stakeholders into its development and implementation. Private partners will be included in the Steering Committee. This will allow all three parties to improve and strengthen economic activities in a sustainable, consensual way.

131. The first public-private partnership will focus on the marketing of local products. Associations of women producers and producer organizations will be supported by the state services and partner organizations that work in, for example, labelling processes. This support will be combined with a program to strengthen marketing and contracting capacities with major distribution chains. The objective is for all three parties (civil society, public, private sector) to agree on mutually beneficial and sustainable contracts.

132. The second public-private partnership will focus on the extension of smallholder farmers' advisory services. Within this initiative, telephone operators will be contacted to develop an SMS alert system for producer organizations and producers themselves. The state will play a key role in the provision of extension services. As a result, this initiative will complement existing early warning mechanisms at the national level. In addition, the project will strengthen the existing partnership between ActionAid and ANACIM - the national meteorological agency, in order to provide information to POs.

133. Promoting rural entrepreneurship is central to the project. A Support Center for Rural Entrepreneurship and a management and entrepreneurship-training program will be set up in collaboration with Institutes of education and private support structures. After an initial investment of the project, the center will put in place self-financing mechanisms ensuring

sustainability in the services offered. It should enable smallholder producers; EIGs and POs to better manage their economic activities, define their investment plan and identify financing and business opportunities. For example, the bonuses acquired from fair trade could be used to set up social activities at the community level, as well as to increase investments in economic activities. Mobile banking and savings solutions can be developed with banks to meet the needs of smallholder producers and help them manage their finances. This will also stimulate the banking system in rural areas.

134. The majority of support activities for rural entrepreneurship will be carried out with additional financing obtained through the credits granted by financial institutions such as for example the warrantage system. In consequence of the absence of financial institutions in rural areas and of present extremely high interest rates (+28%) that makes them inaccessible to smallholder producers, the lack of access to credit to finance economic activities remains a critical obstacle to agricultural development. The project aims to remove these constraints by providing negotiating skills, and more access to market information. The objective is to set up appropriate financing lines for smallholder producers and agricultural entrepreneurs, and additionally promote agricultural innovation. The project will also strengthen and promote solidarity and social credit mechanisms where the POs are the guarantor of their members. The project will also explore the possibility of a 'warrantage' approach with cereal and seed banks.

135. **Access to extension services and technologies.** In order to improve smallholder producer's livelihoods and the productivity of their economic activities (producing, processing, selling) especially women's standards of living, real-time market information, adapted to climate change and innovative technologies and techniques must be available and accessible. New readily available technologies will increase productivity, improve production management, and reduce operational costs, allowing producers to meet market demands (time and quality) thus contributing to better economic, social and ecological results. As the project will reinforce partnerships between decentralized government services and POs, their capacity to provide access to extension services, and new partnership to their members will importantly improve. Within this context, partnerships will be sought with research institutions (ISRA, ITA, Universities, etc.), the private sector and other projects to promote appropriate, innovative and sustainable technologies (i.e. National Program for the Promotion of 'solar energy'). The use of certain technologies and techniques may also encourage young people to set up small enterprises to provide new services (i.e. compost micro-enterprises).

136. **Food and nutrition security.** Improved agricultural productivity will not only increase the availability of nutritious food on local markets but also generate enough revenue for families to meet their basic needs. Additionally, increased productivity and increased diversification of production will contribute to the adoption of more balanced diets and therefore to improved food and nutritional security.

3.1 ENVIRONMENTAL SUSTAINABILITY

137. The project will adopt environmentally friendly practices and favor a sustainable agricultural development. While APROVAG and YNW already follow sustainable practices as some of their members' production is labeled "organic", the project will strengthen existent methods of production and valorize for example, local seeds in order to reduce dependence on imported varieties.

3.2 GENDER EQUALITY

138. The project's initiative crucial component is essentially improving the participation of women and the youth in agricultural economic activities. Women will make up more than 50% of the project's direct beneficiaries. They will (women) mainly carry out some economic activities such as the processing of agricultural products. The project foresees their active participation in decision-making through the project's steering and coordination committee bodies (30% / 50% of members). Their important involvement is a crucial step in the economic and social sustainability of the project. Accordingly, women will be increasingly represented in the decision-making bodies of the POs (APROVAG and YNW). As mentioned above, women members of APROVAG and YNW belong to and participate in women's networks at the national level.

139. Accordingly, the project embeds itself within local and national existing dynamics – such as the empowerment of women through initiatives that allow them to be more aware of their rights such as access to land, water and in general other factors of production. The project will also increase the awareness of women's rights by bringing in the area of intervention new actors such as the private sector, and public entities. The action-reflective circles promoted by ActionAid, as well as the experience of the FAO- Dimitra Clubs will be additional channels to affirm the roles of smallholder producers and women in decision-making within their communities.

140. Likewise to women, the project aims to increase the youth's participation in decision-making platforms that touch upon economic activities at the local level. They will be the main actors in the activities of the Support Center for Rural Entrepreneurship, and in establishing activities that provide goods and services for production and post-harvest times.

3.3 INDIGENOUS POPULATION

141. The project does not target specifically an ethnic group and aims to improve the living conditions of the most vulnerable populations, such as women and the youth. Moreover, the designation of "indigenous" peoples in Senegal does not make sense in a country where there are more than twenty ethnic groups.

3.4 HUMAN RIGHTS-BASED APPROACHES (HRBA): INCLUDING RIGHT TO FOOD, DECENT WORK AND ACCOUNTABILITY TO AFFECTED POPULATIONS

142. The final outcome of this project is food and nutrition security. The GAFSP, which finances the project, has adopted similarly to the FAO, as a principle, the right to food for all. This project fully respects the rights to food and is designed to support smallholder producers, including women and the youth, in asserting their rights to better access food. The project intervenes in a context where local communities are already aware of their constraints (youth and women especially) thanks to initiatives such as awareness raising workshops and trainings organized in the past, by NGOs such as ActionAid.

143. All initiatives aim to create opportunities, and generate enough revenue to enable women and youth to meet their basic needs, such as access to food, water, and shelter.

144. The establishment of awareness and training programs during the project, and the insurance that PO initiatives, whether internal or external, are transparent to all members,

and aims to promote and respect human rights will be critical.

3.5 CAPACITY DEVELOPMENT

145. The project as a whole puts strong emphasis on "capacity building", to promote professionalization of producers, especially women and youth. Activities and initiatives of the project pertaining to agricultural development through the reinforcement of skills, awareness trainings and workshops, and methods and techniques adapted to local context, are the essence of the project.

146. The project was designed by and for the PO's members. It aims to improve their economic activities in a sustainable self-sufficient way, that is, establishing initiatives and activities, through efficient management, which will allow initiatives to persist beyond the project's end date. The services of the Support Center for Rural Entrepreneurship which are implemented during the project will support and reinforce the development of rural businesses, and existing entrepreneurship initiatives to promote food self-sufficiency.

Annex I. Project's logframe

Chains of result	Indicators				Assumptions
	Indicators	Baseline	Target	Means of verification	
Impact (GAFSP's objectives) «to improve revenue and food security of the poorest populations in developing countries»	<ul style="list-style-type: none"> Household food insecurity rate 	To be determined		Specific analysis	
Result. The agricultural productivity and market access for smallholder producer members of the POs, especially <u>women and youth are improved</u>	<ul style="list-style-type: none"> Percentage of producers supported by the project who reported an increase in their income (disaggregated by gender including youth) 	To be determined	70%	<ul style="list-style-type: none"> Data before/after intervention (surveys) Reports and monitoring of project activities Evaluation report 	<ul style="list-style-type: none"> Stable political situation Specific and sectorial policies targeting rural areas implemented by the government Gender equality strategies adopted by the government Sufficient capacity and resources
	<ul style="list-style-type: none"> Percentage of producers by activity who increased their sales volumes (access to markets) 	To be determined	70%	<ul style="list-style-type: none"> Contracts between POs and commercial operators Data before and after intervention (survey) Reports and monitoring of project activities Evaluation report 	
Component 1. « Professionalization of producer organizations (POs) and accordingly entrepreneurial capacities, particularly of women and youth through the enhancement of their bargaining power and representativeness					
Product 1. POs' smallholder producers management, governance and production capacities have improved	<ul style="list-style-type: none"> Number of operational emerging businesses according to gender 	0	3	<ul style="list-style-type: none"> Activity report of the Support Center for Rural Entrepreneurship Project report 	<ul style="list-style-type: none"> The interest and willingness of POs and their members, as well as local actors, to adopt an entrepreneurial vision in the pursuit of economic activities National policies for rural entrepreneurship Support of local institutions in the emergence of rural enterprise
	<ul style="list-style-type: none"> Number of PO's management team members trained in entrepreneurial management (disaggregated by gender including youth) 	0	120 including 50% of women	<ul style="list-style-type: none"> Project report 	
	<ul style="list-style-type: none"> Percentage of ElGs of smallholder producers who adopted management techniques from training workshops 	0	100%	<ul style="list-style-type: none"> Surveys Project report 	
Product 2. Through improved and increased interaction and dialogue platforms at the local and national level,	<ul style="list-style-type: none"> Percentage of women representation in positions of responsibility in management 	To be determined	50%	<ul style="list-style-type: none"> Analysis/investigations project report 	<ul style="list-style-type: none"> Inclusive Gender Focal Point strategy

women's participation and bargaining power in key decision-makings in rural areas are improved.	committees POs and their EIG s				
	• Number of women entrepreneurs in operational businesses	0	120	• Surveys • Project report	• Women's will to create networks and/or places of exchange (i.e. women's network platforms)
Component 2. Creation of innovative and sustainable economic partnerships, in particular with private businesses for the supply of climate resilient inputs, processing, packaging and marketing techniques					
Product 3. Rural entrepreneurship initiatives initiated by <u>women and youth</u> are increased and reinforced.	• Number of existing production and/or marketing support businesses consolidated and operational within POs.	1 (APRO COB)	4	• Surveys • Project report	• The interest and willingness of POs and their members, as well as local actors, to adopt an entrepreneurial vision when pursuing economic activities • Effective collaboration between Research Institutes (ITA, ISRA, ESP)
	• POs and/or EIG having adopted innovative technologies	Tbd.	4	• Surveys • Project report	
	• Number of smallholder producers benefitting from services delivered by businesses (goods and services for production and commercialisation)	Tbd.	3 000	• Surveys • Project report	
Product 4. Commercial contracts between the POs and the private sector that benefits each actor are increased, and the POs' economic activities are increasingly integrated in the food value chain.	• Quantity of banana marketed by APROVAG (tons/year)	Tbd.	4 000	• Project report • Signed commercial agreements	• Demand for contracts • Private national and international trade operators interested • National and local policies favour producers' access to markets (location, tax, transport, etc.)
	• Quantity of fonio marketed by YNW (tons/year)	Tbd.		• Project report • Signed commercial agreements	
	• Numbers of trade agreements signed/per year	Tbd.	10	• Project report • Signed commercial agreements	
Component 3. Strengthened financing capacities of smallholder through the POs					
Product 5. Credit and finance access for smallholder producers is facilitated and diversified.	• Funding source of POs	30%	70%	• POs financial report (revenues from the POs come majoritatively from producers financial contribution)(70 %)	
	• Number of contract signed between POs and private enterprises	Tbd.	10	• POs financial report	
	Financing mechanism and/or funds dedicated to smallholder producers negotiated by POs	Tbd.	4	• Project report • Access to credit facilitated by MEC and other microfinance institutions (MFIs)	• Existence of reliable MFIs • National policies to increase smallholder producers access to finance (development fund) Interest and willingness of POs
	Number of smallholder producers who have access to financing/credit	Tbd.	1 000 including 50%	• Project report • Signed loaned agreements	

	lines (disaggregated by gender including youth)		of women		and their members, as well as MFIs to develop appropriate financing mechanisms (i.e. warrantage systems)
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Annex II. Work program

Activities	Year 1				Year 2				Year 3				Responsible Entity
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Starting date	X												
COMPONENT 1: Professionalization of producer organizations (POs) and accordingly entrepreneurial capacities, particularly of women and the youth through the enhancement of their bargaining power and representativeness													
Product 1 . Governance, production and management capacities of smallholder producers are increased													
Socio-economic study	X												Private service provider
Support in the establishment of a Support Center for Rural Entrepreneurship													MkS
Identification of EIGs' needs	X												MkS
Establishment of the Support Center for Rural Entrepreneurship: provision of material equipment		X	X		X	X							MkS
Establishment of the Support Center for Rural Entrepreneurship: physical infrastructure		X											MkS
Provision of the center's communication tools					X								MkS
Support of the operationalization of the center		X	X	X	X	X	X	X	X	X	X	X	MkS
Activities of the Support Center for Rural Entrepreneurship													MkS
Training on entrepreneurial logic and innovative tools (level1)		X	X	X	X	X	X	X	X	X	X	X	MkS
Workshop to facilitate the emergence of activities that are complementary to the banana and fonio sector		X	X	X	X	X	X	X	X	X	X		MkS
Training of new rural entrepreneurs (level 2)		X	X	X	X	X	X	X	X	X	X		MkS
Support of new entrepreneurs			X	X	X	X	X	X	X	X	X	X	MkS
Training / support of existent economic initiatives			X	X	X	X	X	X					MkS
Training and support of the POs initiatives			X	X	X	X	X	X	X	X	X		MkS
Training and support of trainees within POs		X	X	X	X	X	X	X	X	X	X		MkS
Strengthening the POs' management capacities													
APROVAG training workshop on organizational development (governance , gender equity and equality)		X	X	X									AAS
YNW training workshop on organizational development (governance, gender equality and equity)		X	X	X									AAS
Strengthening the POs capacities													
Training of the trainees on the CEP approach		X											FAO
Training/learning days		X	X	X	X	X	X	X	X	X	X		APROVAG
Training/learning days		X	X	X	X	X	X	X	X	X	X		YNW
Exchange visits			X		X		X		X		X		AAS
Action-Reflection circles : material, strengthening capacities	X	X	X	X	X	X	X	X	X	X	X		AAS

ening the advisory support services	X	X	X	X	X	X	X	X	X	X	X	X	APROVAG, AAS, State services
Product 2. Through improved, increased interaction and dialogue platforms at the local and national level, women's participation and bargaining power in key decision-makings in rural areas are improved													
Political Dialogue on women's rights													
Advocacy support at the national level		X	X	X	X	X	X	X	X	X	X	X	AAS
Exchange visits			X	X		X	X		X		X		AAS
Strengthening tools to develop new means of expression and communication		X	X	X	X	X	X						AAS
Awareness -raising on women's rights													AAS
Awareness and communication program		X	X	X	X	X	X	X	X	X	X		AAS
Women's leadership training			X	X	X	X	X		X	X	X		AAS
Support of Action Reflection circles and Dimitras Club		X	X	X	X	X	X	X	X	X	X		AAS
Support of women entrepreneurs													MkS
Training of women entrepreneurs (see results 1.)			X	X		X	X	X	X				MkS
Support of rural entrepreneurs women			X	X	X	X	X	X	X	X	X	X	MkS
Establishment of networks of women													AAS
Women meeting initiatives at the local level			X	X		X		X		X		X	AAS
Women meeting initiatives at the national level			X	X		X	X	X		X	X	X	AAS
Communication tools			X			X							AAS
Supervision and support field mission (LoA ONG)		X	X	X	X	X	X	X	X	X	X	X	AAS
COMPONENT 2: Creation of innovative and sustainable economic partnerships, in particular with private businesses for the supply of climate resilient inputs, processing, packaging and marketing techniques													
Product 3. Rural entrepreneurship initiatives initiated by women and the youth are increased and reinforced.													
Support to rural micro-enterprises in the agricultural sector													
Composting centre													
Raw materials and market availability studies		X											Private actor
Reinforcing compost production (equipment)			X	X		X	X	X	X				APROVAG/Energy4 impact
Training on composting and reinforcement of existent techniques			X	X		X	X	X	X				APROVAG/Energy4 impact
Renewal and multiplication of banana planting material													
Vitro plants			X	X		X	X	X	X	X			Private actor
Reinforcement of banana production plant units (equipment)					X	X	X	X	X				APROVAG
Training and reinforcement of existent production plant units					X	X			X				APROVAG
Seed and grain banks													YNW

Reinforcement of existent infrastructure and establishment of new ones (new seed and grain banks)					X	X	X	X	X				YNW
Reinforcement of seed and grain banks (equipment)					X	X	X	X	X				YNW
Support in the multiplication of seeds			X	X		X	X		X	X			YNW
Technical training on seed conservation			X	X		X	X		X	X			AAS
Training on management of seed bank				X	X	X	X	X	X				AAS
Other micro-enterprises suppliers of goods and services													
Support of small contractors suppliers of inputs and small equipment					X	X	X	X	X				Private actor
Technical training according to micro-enterprises specialization					X	X	X	X	X				Private actor
Support in the use of innovative and adapted technologies for production and processing													
Innovative technologies for production													
Study on appropriate pumping and irrigation techniques			X	X									Private service provider
Support on the use of appropriate irrigation technique					X	X	X		X	X			APROVAG
Support in the acquisition of solar pumps and irrigation systems (pumping or tipping)					X	X	X		X	X			APROVAG
Training in the use of innovative irrigation technologies					X				X				APROVAG
Technologies and techniques in the processing of banana													
Study on banana processing (FAO MISSION)			X										FAO
Reinforcement of the banana processing unit in Tambacounda (vinegar production)					X								APROVAG
Reinforcement of the banana processing unit in Tambacounda (equipment, infrastructure)			X		X								APROVAG
Technical training and reinforcement of existent techniques of dried banana processing						X							APROVAG
Technical assistance from the FAO: technical training				X		X			X				FAO
Solar dryers for bananas from the Nguène unit					X	X							APROVAG
Technologies and techniques in the processing of fonio and cereal flour													
Processing cereals in particular fonio: reinforce existent building and equipment	1		X										YNW
Solar dryers for cereals/fonio in Koussanar						X							YNW
Technical training on the processing of fonio/cereals (drying)						X							YNW
Technical support from the state, ITA, ISRA, Polytechnic schools, other (LoA)													
Support of the technical unit APROVAG (LoA)		X	X	X	X	X	X	X	X	X	X	X	APROVAG
Support of the technical unit YNW (LoA)		X	X	X	X	X	X	X	X	X	X	X	YNW
Supervision and support field mission (LoA NGO)		X	X	X	X	X	X	X	X	X	X	X	AAS
Product 4. Commercial contracts between the POs and the private sector that benefits each actor are increased, and additionally the POs economic activities are increasingly integrated in the food value chain.													
Training of the POs on the marketing channels of agricultural products													
Study on marketing channels and existent experience		X											Private service provider
Workshop studies' results (1national + 1 one local)			X	X									UNAFIFB/CNCR

Training of the POs on the establishment of contracts				X	X	X				X	X			CNCR/ Private service provider
Training of the POs on packaging, marketing, labelling				X	X	X				X	X			CNCR/Private sector provider
Agricultural market information														
Definition/ development tools for popularizing and distributing press releases		X	X	X	X	X	X	X	X	X	X	X	X	CNCR/ FAO
Communication support program		X	X	X	X	X	X	X	X	X	X	X	X	CNCR/ FAO
Marketing support initiatives														
Renovation of the existing sale kiosk in Tambacounda					X									APROVAG
Marketing training, sales techniques, market research					X					X				APROVAG
Support in the creation of new sales channel			X	X	X	X	X	X	X	X				APROVAG
Support for negotiations and agreements between POs, town halls, and market management committees			X	X	X	X	X	X	X	X				APROVAG
Support in the establishment of trade agreements			X	X	X	X	X	X	X	X				APROVAG
Promotion of local products														
Awareness campaigns			X	X		X	X			X	X			AAS
Participation and organization of fairs at the local and national level				X		X			X	X		X		AAS
Promotion of the nutritional values of local products			X					X		1	X			AAS
Commercial promotion of local products (markets, nutritional centres, school dining halls)			X					X		2	X			APROVAG
Commercial promotion of local products (markets, nutritional centres, school dining halls)			X					X		3	X			YNW
Advocacy of local consumption			X	X		X	X	X	X	X	X	X		AAS
Supervision and support field missions (LoA NGO)		X	X	X	X	X	X	X	X	X	X	X	X	AAS
COMPONENT 3. Strengthened financing capacities of smallholder producers through the POs														
Product 5. Credit and finance access for smallholder producers is facilitated and diversified.														
Support of the POs in negotiating skills and contracting to better access credit														
Initiative negotiation, lobbying, advocacy, channels of credit			X	X	X	X	X	X	X	X				Private service provider
Training on financing mechanism			X		X					X				Private service provider
Monitoring and support of smallholder producers (LoA)		X	X	X	X	X	X	X	X	X	X			Private service provider
Strengthening solidarity and social credit mechanisms														Private service provider
Study on solidarity and social credit mechanisms			X											Private service provider
Awareness campaigns for smallholder producers			X	X		X	X				X	X		Private service provider
Training on solidarity credit and areas of application			X			X					X			Private service provider

Monitoring and support of smallholder producers (LoA)			X	X	X	X	X	X	X	X	X	X	Private service provider
Promotion of innovative financing initiatives													Private service provider
Awareness-raising			X	X			X	X		X	X		Private service provider
Training				X			X	X		X	X		Private service provider
Support of POs in their pursuit of financing agreements/contracts with financial institutions (warrantage systems, etc.)				X	X		X	X		X	X		Private service provider
FAO Support - Study and technical support through field missions (warrantage system)			X		X		X			X			FAO
Monitoring and support of smallholder producers (LoA)			X	X	X	X	X	X	X	X	X	X	Private service provider
Management, Monitoring, Evaluation, Learning and Communication	X	X	X	X	X	X	X	X	X	X	X	X	FAO
Evaluation												X	FAO

Annex III. Budget

III. a) Budget according to component, products (per year in USD and FCFA)

Component and product	Cost USD				Cost FCFA (x 1 000)			
	A1	A2	A3	Total	A1	A2	A3	Total
Component 1 : Professionalization of producer organizations (POs) and accordingly entrepreneurial capacities, particularly of women and the youth through the enhancement of their bargaining power and representativeness	240.900,00	245.700,00	176.900,00	663.500,00	144.540,00	147.420,00	106.140,00	398.100,00
Product 1. Governance, production and management capacities of smallholder producers are increased	178.400,00	165.200,00	117.400,00	461.000,00	107.040,00	99.120,00	70.440,00	276.600,00
Product 2. Through improved and increased interaction and dialogue platforms at the local and national level, women’s participation and bargaining power in key decision-makings in rural areas are improved	62.500,00	80.500,00	59.500,00	202.500,00	37.500,00	48.300,00	35.700,00	121.500,00
Component 2: Creation of innovative and sustainable economic partnerships, in particular with private businesses for the supply of climate resilient inputs, processing, packaging and marketing techniques	220.400,00	372.700,00	286.650,00	879.750,00	132.240,00	223.620,00	171.990,00	527.850,00
Product 3. Rural entrepreneurship initiatives initiated by women and the youth are increased and reinforced	114.900,00	262.800,00	189.250,00	566.950,00	68.940,00	157.680,00	113.550,00	340.170,00
Product 4. Commercial contracts between the POs and the private sector that benefits each actor are increased, and additionally the POs economic activities are increasingly integrated in the food value chain	105.500,00	109.900,00	97.400,00	312.800,00	63.300,00	65.940,00	58.440,00	187.680,00
Component 3: Strengthened financing capacities of smallholder through the POs	60.700,00	61.300,00	53.300,00	175.300,00	36.420,00	36.780,00	31.980,00	105.180,00
Product 5. Credit and finance access for smallholder producers are facilitated and diversified	60.700,00	61.300,00	53.300,00	175.300,00	36.420,00	36.780,00	31.980,00	105.180,00
Management, Monitoring, Evaluation, Learning and Communication	226.655,26	188.851,75	183.700,00	599.207,01	135.993,15	113.311,05	110.220,00	359.524,21
TOTAL	748.655,26	868.551,75	700.550,00	2.317.757,01	449.193,15	521.131,05	420.330,00	1.390.654,21
Project Support Cost 7% of total cost	52.405,87	60.798,62	49.038,50	162.242,99	31.443,52	36.479,17	29.423,10	97.345,79
GENERAL TOTAL	801.061,13	929.350,38	749.588,50	2.480.000,00	480.636,68	557.610,23	449.753,10	1.488.000,00

Exchange rate : 1 USD = 600 FCFA

III.b) Budget according to component, product and activities and years (in USD)

	Component, product and activity	Basic cost USD			
		Year 1	Year 2	Year 3	Total
	Component 1. Professionalization of producer organizations (POs) and accordingly entrepreneurial capacities, particularly of women and the youth through the enhancement of their bargaining power and representativeness	240.900,00	245.700,00	176.900,00	663.500,00
	Product 1. Governance, production and management capacities of smallholder producers are increased.	178.400,00	165.200,00	117.400,00	461.000,00
	Socio-economic study	10.000,00	0,00	0,00	10.000,00
	Support in the establishment of a Support Center for Rural Entrepreneurship	18.000,00	10.000,00	6.000,00	34.000,00
	Support to the Support Center's activities	86.000,00	90.000,00	66.000,00	242.000,00
	Strengthening the organizational capacities of the POs	12.000,00	0,00	0,00	12.000,00
	Strengthening technical capacities of smallholder producers	28.400,00	41.200,00	25.400,00	95.000,00
	Strengthening the advisory support service to producers	14.000,00	14.000,00	10.000,00	38.000,00
	Field supervision and support (LoA NGO)	10.000,00	10.000,00	10.000,00	30.000,00
	Product 2. Through improved and increased interaction and dialogue platforms at the local and national level, women's participation and bargaining power in key decision-makings in rural areas are improved	62.500,00	80.500,00	59.500,00	202.500,00
	Political dialogue on women's rights	10.500,00	10.500,00	8.500,00	29.500,00
	Awareness-raising on women's rights	12.000,00	30.000,00	15.000,00	57.000,00
	Entrepreneurial support for women	8.000,00	8.000,00	8.000,00	24.000,00
	Establishment of rural networks for women	17.000,00	17.000,00	13.000,00	47.000,00
	Field supervision and support (LoA NGO)	15.000,00	15.000,00	15.000,00	45.000,00
	Component 2: Creation of innovative and sustainable economic partnerships, in particular with private businesses for the supply of climate resilient inputs, processing, packaging and marketing techniques	220.400,00	372.700,00	286.650,00	879.750,00
	Product 3. Rural entrepreneurship initiatives initiated by women and the youth are increased and reinforced	114.900,00	262.800,00	189.250,00	566.950,00
	Support to rural micro-enterprises within the agricultural sector	34.900,00	114.400,00	74.550,00	223.850,00
	<i>Composting center</i>	<i>11.500,00</i>	<i>6.500,00</i>	<i>6.500,00</i>	<i>24.500,00</i>

	<i>Renewal and multiplication of banana planting material</i>	4.400,00	13.900,00	8.050,00	26.350,00
	<i>Seed and grain bank</i>	19.000,00	76.000,00	42.000,00	137.000,00
	<i>Other micro-enterprises suppliers of goods and services</i>	0,00	18.000,00	18.000,00	36.000,00
	Support in the use of innovative technologies for production and processing	39.000,00	107.400,00	73.700,00	220.100,00
	<i>Innovative technologies for production</i>	13.500,00	61.200,00	61.200,00	135.900,00
	<i>Innovative technologies and practices for banana processing</i>	3.000,00	23.100,00	0,00	26.100,00
	<i>Study and technical assistance of the FAO in banana processing</i>	17.500,00	12.500,00	12.500,00	42.500,00
	<i>Technologies and techniques for fonio, and cereal flour production and processing</i>	5.000,00	10.600,00	0,00	15.600,00
	<i>Support service in techniques from the state, ITA, ISRA, Polytechnic school, etc. (LoA)</i>	6.000,00	6.000,00	6.000,00	18.000,00
	<i>Technical support to APROVAG (LoA)</i>	13.000,00	13.000,00	13.000,00	39.000,00
	Technical support to YNW (LoA)	10.000,00	10.000,00	10.000,00	30.000,00
	Field supervision and support (LoA NGO)	12.000,00	12.000,00	12.000,00	36.000,00
	Product 4. Commercial contracts between the POs and the private sector that benefits each actor are increased, and additionally the POs' economic activities are increasingly integrated in the food value chain	105.500,00	109.900,00	97.400,00	312.800,00
	Training of POs on marketing channels and contracting of agricultural products	25.000,00	24.400,00	14.400,00	63.800,00
	Information on the agricultural market	8.000,00	8.000,00	8.000,00	24.000,00
	Marketing support initiatives	10.500,00	15.500,00	13.000,00	39.000,00
	Support in the establishment of trade agreements	15.000,00	15.000,00	15.000,00	45.000,00
	Promotion of local products	40.000,00	40.000,00	40.000,00	120.000,00
	Field supervision and support (LoA ONG)	7.000,00	7.000,00	7.000,00	21.000,00
	Component 3. Strengthened financing capacities of smallholder through the POs	60.700,00	61.300,00	53.300,00	175.300,00
	Product 5. Credit and finance access for smallholder producers are facilitated and diversified	60.700,00	61.300,00	53.300,00	175.300,00
	Support to POs in negotiating and acquiring credits	12.100,00	14.200,00	14.200,00	40.500,00
	Strengthening solidarity and social credit mechanisms	14.600,00	9.600,00	9.600,00	33.800,00
	Promotion of innovative financing initiatives	34.000,00	37.500,00	29.500,00	101.000,00
	Management, Monitoring, Evaluation, Learning and Communication	226.655,26	188.851,75	183.700,00	599.207,01

TOTAL	748.655,26	868.551,75	700.550,00	2.317.757,01
Project Support Cost 7% from total cost	52.405,87	60.798,62	49.038,50	162.242,99
GENERAL TOTAL				2.480.000,00

III.c) Budget by expenditure heading (budget code) and by year (USD)

Budget Code	Budget line description	Base Cost (USD)			
		A1	A2	A3	Total
5013	Personnel	144940	131600	111700	388240
5014	Contract	463000	567200	429850	1460050
5021	Travel	37360	22000	18500	77860
5023	Training	23950	16000	22000	61950
5024	Supplies and consumables	20000	8000	3000	31000
5025	Equipment	43955,26	89651,75	57000	190607,01
5027	FAO Technical Support Service	10000	19000	19050	48050
5028	General Operating expenses	20000	20000	20000	60000
5029	Project Support Cost (7% Total Cost)	53424,3682	61141,6225	47677	162242,9907
	TOTAL	816629,6282	934593,3725	728777	2480000,001

Annex IV. Project risks Chart/Matrix

Risk Description	Impact [effect on project/programme/organization if risks were to occur : H, MH, ML ou F]	Likelihood [defined as : H, MH, ML ou L]	Level (Red/Amber/Green)	Mitigation actions	Owner (person/unit appointed to monitor this risk)
Economic: Administrative delays in the allocation of sale spaces and / or limiting market access	Average	Weak	Green	<ul style="list-style-type: none"> ● Strengthening the negotiating capacities of POs and smallholder producers, particularly women and the youth ● Political Dialogue ● Agreement between POs, town halls and commodity management committees 	
Institutional: Poor collaboration between the POs and the actors involved in the project leading to a slowdown in the execution of activities	Average	Weak	Green	<ul style="list-style-type: none"> ● Mechanisms to strengthen communication and trust between the different POs ● Proximity support to POs 	
Environmental: Climatic risk (drought, unfavourable climatic conditions), leading to a reduction in yields and production	Average	Average	Amber	<ul style="list-style-type: none"> ● Extension of agricultural techniques resilient to climate change ● Popularization of innovative and adapted production techniques and water-saving techniques 	
<i>Operational:</i> Limited capacities of the public and private sector to support the project	Average	Weak	Green	<ul style="list-style-type: none"> ● Clear definition in the ToRs of the role of each actor (public/private) ● Selection of service provider on the basis of their skills and abilities ● Agreements will be renewed based on performance ● Regular monitoring and evaluation from the supervising entity (FAO) 	

Annex V. Project Environmental and Social (E&S) Screening Checklist

Would the project, if implemented?	Not Applicable	No	Yes	Unknown
I. FAO VISION/STRATEGIC OBJECTIVES				
Be in line with FAO's vision?			X	
Be supportive of FAO's strategic objectives?			X	
II. FAO KEY PRINCIPLES FOR SUSTAINABILITY IN FOOD AND AGRICULTURE				
Improve efficiency in the use of resources?			X	
Conserve, protect and enhance natural resources?			X	
Protect and improve rural livelihoods and social well-being?			X	
Enhance resilience of people, communities and ecosystems?			X	
Include responsible and effective governance mechanisms?			X	
ESS 1 NATURAL RESOURCES MANAGEMENT				
❖ Management of water resources and small dams				
Include an irrigation scheme that is more than 20 hectares or withdraws more than 1000 m ³ /day of water?			X	
Include an irrigation scheme that is more than 100 hectares or withdraws more than 5000 m ³ /day of water?		X		
Include an existing irrigation scheme?			X	
Include an area known or expected to have water quality problems?		X		
Include usage of non-conventional sources of water (i.e. wastewater)?		X		
Include a dam that is more than 5 m. in height?		X		
Include a dam that is more than 15 m. in height?		X		
Include measures that build resilience to climate change?			X	
❖ Tenure				
Negatively affect the legitimate tenure rights of individuals, communities or others ³³ ?		X		

³³ In accordance with Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT) <http://www.fao.org/docrep/016/i2801e/i2801e.pdf>

ESS 2 BIODIVERSITY, ECOSYSTEMS AND NATURAL HABITATS				
Make reasonable and feasible effort to avoid practices that could have a negative impact on biodiversity, including agricultural biodiversity and genetic resources?			X	
Have biosafety provisions in place?			X	
Respect access and benefit-sharing measures in force?			X	
Safeguard the relationships between biological and cultural diversity?			X	
❖ Protected areas, buffer zones and natural habitats				
Be located such that it poses no risk or impact to protected areas, critical habitats and ecosystem functions?			X	
ESS 3 PLANT GENETIC RESOURCES FOR FOOD AND AGRICULTURE				
❖ Planted forests				
Have a credible forest certification scheme, national forest programmes or equivalent or use the Voluntary Guidelines on Planted Forests (or an equivalent for indigenous forests)?	X			
ESS 4 ANIMAL - LIVESTOCK AND AQUATIC- GENETIC RESOURCES FOR FOOD AND AGRICULTURE				
Involve the procurement or provision of pesticides?		X		
❖ Aquatic genetic resources				
Adhere (Aligned) to the FAO Code of Conduct for Responsible Fisheries (CCRF) and its related negotiated instruments?	X			
Be aligned, where applicable, with FAO's strategic policies established in the FAO Technical Guidelines for Responsible Fisheries (including aquaculture)?	X			
❖ Livestock genetic resources				
Be aligned with the Livestock Sector Strategy including the animal disease, public health and land degradation provisions?	X			
ESS 5 PEST AND PESTICIDES MANAGEMENT				
Involve the procurement or provision of pesticides?		X		
Result in increased use of pesticides through expansion or intensification of production systems?		X		
Require the disposal of pesticides or pesticide contaminated materials?		X		
ESS 6 INVOLUNTARY RESETTLEMENT AND DISPLACEMENT				
Avoid the physical and economic displacement of people?			X	
ESS 7 DECENT WORK				

Adhere to FAO's guidance on decent rural employment, promoting more and better employment opportunities and working conditions in rural areas and avoiding practices that could increase workers' vulnerability?			X	
Respect the fundamental principles and rights at work and support the effective implementation of other international labour standards, in particular those that are relevant to the agri-food sector?			X	
ESS 8 GENDER EQUALITY				
Have the needs, priorities and constraints of both women and men been taken into consideration?			X	
Promote women's and men's equitable access to and control over productive resources and services?			X	
Foster their equal participation in institutions and decision-making processes?			X	
ESS 9 INDIGENOUS PEOPLES AND CULTURAL HERITAGE				
Are there any indigenous communities in the project area?		X		
Are project activities likely to have adverse effects on indigenous peoples' rights, lands, natural resources, territories, livelihoods, knowledge, social fabric, traditions, governance systems, and culture or heritage (tangible and intangible)?		X		
Are indigenous communities outside the project area likely to be affected by the project?		X		
Designed to be sensitive to cultural heritage issues?		X		

COMPONENT 1.

Professionalization of producer organizations (POs) and accordingly entrepreneurial capacities, particularly of women and the youth through the enhancement of their bargaining power and representativeness

Product 1. Governance, production and management capacities of smallholder producers are increased
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147. Activities related to product 1 support the emergence of rural micro-businesses to attract private investment and create employment and revenue opportunities for smallholder producers, especially women and the youth. Within this context, the stakeholders will need skills and managerial technical knowledge.

148. **Socio-economic study.** A study will be carried out at the start of the project in each intervention area to define the initial context, with the aim to better the organizational structure of the POs and their activities and members (EIG, producers). The data collected to define the baseline situation will be used for monitoring and evaluation purposes to monitor the project's progress during its implementation and its final impact.

149. **Support for the establishment of a Support Center for Rural Entrepreneurship.** The project will support the setting up of a center for awareness raising, training and technical support for rural entrepreneurship initiatives and development. This center, located in Tambacounda, will act as an incubator to encourage and scale up promising entrepreneurial initiatives. It will be run in partnership with schools, universities, technical and research institutes, POs and the private sector. An incubator specializing in social and solidarity entrepreneurship, such as MakeSense, will be in charge of animating and managing the Support Center. This center will have to meet the needs of the smallholder producers and it will represent an employment opportunity for the youth. Below are the initiatives that will be carried out prior to the opening of the Support Center for Rural Entrepreneurship. These will include:

- **The identification of POs and EIG needs**, found through the carrying out of a study for the definition of the reference situation;
- **The development and equipment of a physical space to host the Support Center.** Several places have been identified as suitable for such a space (African Institute of Management in Tambacounda, Town Hall, Regional Council, etc.);
- **A communication strategy** (radio, television, posters, social networks, etc ...) to inform people about the center. In Tambacounda, the center will be a space for training and inspiration for young people, and a

way/place to convey existent or not employment and emancipation opportunities and initiative. In more remote areas, such as in the villages far away from Tambacounda, the center must also be seen as an accessible.

150. **Activities of the Support Center for Rural Entrepreneurship.** The center will have a central role in all the activities implemented by the project: support for new rural entrepreneurs, support to POs and support for women entrepreneurs. The center will include:

- **Training in entrepreneurship and innovation tools** to support EIGs and smallholder producers in developing their activities in a more entrepreneurial management way. In order to ensure the sustainability of the center, "train-the-trainer" cycles will be organized in order to transmit to some PO leaders skills and techniques they can then transmit to the EIGs. The identified leaders will themselves become trainers and facilitators of workshops and training, which will provide access to information on the basics of entrepreneurship to all EIG members. ;
- **Organization of workshops for the emergence of activities complementary to the banana and fonio sector** – aiming to create collaboration (activities of the product 3: to support ideas for new products and services complementary to agricultural activities, especially promoted by women and the youth). Other activities may emerge from the needs of the population (mechanical repair company, digital innovations for irrigation and / or market access, etc.);
- **Programs (emerging from workshops) to accompany new entrepreneurs of rural areas.** This program, organized in line with the activities of product 3, provides for: (i) weekly support, both strategic and operational, (ii) adapted tools (management, recruitment, communication, product design tools, (iii) access to a network of experts who can advise on choices and strategies, (iv) trainings necessary for the efficient development of businesses. MakeSense staff will be responsible for the coaching and training.
- **Program to accompany existent economic initiatives within APROVAG and YNW,** to ensure entrepreneurial development and sustainability. The aim is to support (i) the management of banana packaging and marketing centers and the processing center in Tambacounda (vinegar production) operated by APROCOB, (ii) the production of compost at the level of 3 existing EIGs (75 people), (iii) plant production operated by 3 EIGs (15 young people), (iv) banana processing by the Nguene Group (APROVAG) (5 young people), (v) Fonio and YNW cereals (10 people).
- **Rural entrepreneurship training for POs** in order to increase their professionalization and enable them to increase their standards of living and bring sustainability in the economic activities they are engaged in.

151. **Strengthening the organizational capacities of POs.** This will involve

strengthening the governance, organizational development and advocacy capacities. Training workshops will be organized to deal with the following themes: organization, associative structuring, and role of POs, rights and duties of POs and member EIGs, integration of gender and transparency issues. Additionally line this up with the organizational dynamics of local authorities. A total of 4 training workshops will be organized with a total of 60 participants from APROVAG and YNW.

152. **Strengthening the technical capacity of producers.** Training days and/or recycling of best practices specific to each sector and/or technology will be organized by the POs to increase the profitability of the production activities and the producers' ability to meet quality standards and quantities requested by national and international markets, as well as organic and Fair Trade certifications. Capacity-building for small-scale producers will be carried out through learning initiatives based on the farmer-farmer approach (CEP) in order to better target and address the main concerns of smallholder producers. New extensions of banana planting planned within the existing perimeters will be used as fields for the application of good practices. These learning days will be developed in synergy with the "Circles of Reflection-Action" (community think-tanks for the resolution of local problems), already experimented and developed in some areas by ActionAid in partnership with APROVAG and YNW.

153. **Strengthening the advisory support service for producers.** Partnerships with public services and agencies will be established at the local level (ANCAR, ANACIM, ISRA, DRDR and SDDR). The Support Center for Rural Entrepreneurship, civil society, private agricultural consulting firms and local media (community radios, newspapers, telephone operators) will engage closely with smallholder producers. The capacities of the POs (APROVAG, YNW) will also be strengthened to provide in-house counseling services to their members.

Product 2. Through improved and increased interaction and dialogue platforms at the local and national level, women's participation and bargaining power in key decision-makings in rural areas are improved.

154. Women are increasingly involved in the agricultural value chain and are the household members that most commonly ensure household food and nutrition security. However, their access to factors of production and entrepreneurial initiative are limited. This is due to cultural factors, lack of awareness on women's rights, poor access to information, and illiteracy. The project will expand the scope of women's opportunities so that they can intervene at all stages of the value chain. Their initiative and decision-making will be encouraged and reinforced through the activities outlined below.

155. **Political Dialogue on Women's Rights.** Political dialogue will be enhanced through the creation of new channels of expression and lobbying for women and smallholder producers. These actions will be supported by POs, the CNCR and the women's college as well as by other civil society organizations. The objective is to strengthen advocacy around mainstreaming women's rights in all national policies,

particularly those related to food security. This work will be carried out with the CNCR Women's College whose APROVAG women are part of UNAFIBS and will involve other civil society organizations (AFAO, GIPA ...), the private sector (UNACOI, Confederation of Enterprises, etc.) as well as state institutions (Ministries responsible for supervision, local authorities) in charge of gender issues or any topic that is useful for advancing advocacy.

156. **Awareness-raising on women's rights.** Workshops set up in villages and rural communities to sensitize women and men on women's rights. Areas of debate in the format of ActionAid "Circles of Reflection-Action" and Dimitra Clubs of the FAO will be created at the community level by involving villages, local communities and bodies such as land commissions. This will promote the inclusion of women in public life and decision-making, as well as promote their economic and social empowerment. Women, often the majority in terms of numbers in POs, do not have the same opportunities than men in the access of factors of production (land, inputs, etc.) and in occupying positions of responsibility (Presidency of the EIGs, etc.). Initiatives will involve (i) open days at the village and POs, Union and EIG targeted by the project, (ii) women's participation in communication and social mobilization spaces around women's rights on the 8th of March or International Women's Day ...) and (iii) trainings on women's leadership initiatives, rights, lobbying, etc.

157. **Accompanying women entrepreneurs.** Entrepreneurship, negotiation, sales and marketing training workshops will be dedicated to the women of APROVAG and YNW. These training workshops will be an integral part of the training courses organized by the Support Center for Rural Entrepreneurship. In addition, their participation in public events such as FIARA, FIDAK and local and regional Fair Trade fairs will be supported to promote their products and facilitate the establishment of commercial relations with the private sector.

158. **Networking of rural women entrepreneurs.** The creation of a network will be encouraged to connect local women entrepreneurs' organizations with national organizations to enable them to take part in national actions and debates as well as to have access to employment and partnership opportunities. Networking is envisaged at both local and national level. On the one hand, local organizations will be connected and, on the other hand, these local networks will be accompanied to access the various national spaces for dialogue and decision-making. Exchange opportunities (visits, workshops, sharing and reflection meetings, etc.) will be promoted by the project so that they can discuss and structure themselves around common objectives. The sharing of experience and knowledge will be privileged in order to initiate partnerships with the private sector, including traders and professionals, as well as with research institutions (ITA, ISRA, ESP), institutions in charge of trade, especially in rural areas. The Women's College and other structures bringing together rural women will be involved within these dynamics.

COMPONENT 2.

Creation of innovative and sustainable economic partnerships, in particular with private businesses for the supply of climate resilient inputs, processing, packaging and marketing techniques

Product 3: Rural entrepreneurship initiatives initiated by women and the youth are increased and reinforced.

159. The project will strengthen existing businesses and support the creation of new ones for the production of goods and services, the upgrading (processing) and marketing of products. Goods and services production units will be economic activities for women and the youth in particular. There will also be solutions to meet certain constraints of producers in the acquisition of factors of production. This is the case of compost and plant materials. The processing units will add value to the products, open up new markets and attract private investment. The planned activities are listed below.

160. **Support of rural micro-enterprises serving agricultural production.** These are initiatives carried out by EIGs, the youth and women who can support access to quality factors of production, including:

- **Strengthening the production of compost.** The aim will be to increase the compost production needed to satisfy the needs of the banana producers in the area and especially for those who practice organic farming. The three units (Sankagne 3 and Nguene 2 already in production, and programmed Sall) have been set up by APROVAG with the support of Agro Fair (Bio business partner who also gave the training), VECO and Horizon 3000). These units are currently managed by the EIGs of the 3 banana perimeters concerned. The three centers have been programmed for a production of 600 tons per year (Sankagne 3 has started with a production of 170 tons, Nguene 2 has just started and Sall is in the installation phase). In synergy and complementarity with what is in progress, the project will reinforce this activity through: (i) A study on the availability of raw materials, especially manure and market research, (ii) strengthening existing production through the support of existing centers or through the creation of a new site. Reinforcement includes both equipment and training / using existent production techniques. EIGs will also receive project support to implement an entrepreneurial management system (see Product 1). About 75 people, including at least 50% of the unemployed village youth, will be employed in the activity.
- **Renewal and multiplication of planting banana material.** Plant material will be renewed by distributing 12,500 vitro plants of banana to 500 producers (25 feet per producer). The vitro plants will be produced by the Center for the Development of Horticulture (CDH). The 25 plants per person will allow 10% renewal of the plantation for women who normally exploit a half-plot. The beneficiaries are the members of the APROVAG EIGs: all women, all

youth people and some other producers who have not benefited from the previous distributions of vitro plants. In addition to the distribution of vitro plants, the project will increase the multiplication of banana multiplication units from "stem-derived plants (PIF)". The existing multiplication units (Sankagne 3, Nguene 2) or the start-up plant (Sall) will be reinforced in their production capacity to reach a production of 15 000 plants per year (5 000 x 3 production centers). These units will be able to benefit from the strains of plants generated by the vitro plants planted the previous year. The reinforcement includes equipment for the creation of germinators and training and the use of existent production techniques. Similarly to composting units, EIGs consisting of mainly young people from villages where unemployment is persistent will receive support from the project (see product 1) to set up a system that will promote Entrepreneurial management. The activity will help satisfy the needs of APROVAG banana producers and other producers in the area.

- **Training and strengthening of cereal banks and groundnuts' management.** All cereal and groundnut banks will be accompanied through a restructuring process (technical, managerial) to ensure economically sustainable and equitable operations. The management committee of each bank will be representative of the genus and typology of all actors in the reference community (with a foundation in the reflection-action circles already present in the beneficiary communities). Banks that do not try to facilitate access to remote villages / communities will have management committees to sensitize them on these issues. The committees will be trained through increased information sharing on techniques of stock management, financial management, sustainable and natural conservation of production and seeds. The committees will be equipped with simplified management tools (notebook, tables, calculators ...). Eventually, the most efficient banks will be coupled with the warrantage techniques (management and training will be provided for this purpose).
- **Micro-enterprises suppliers of goods and services.** Support and encouragement in the establishment of micro-enterprises suppliers of goods and services (in line with the aim of organizing workshops at the Support Center for Rural Entrepreneurship). This will essentially aim at promoting the emergence of activities complementary to the banana and fonio sector (See Product 1). It will support economic activities managed by smallholder producer and young people, through the provision of equipment and technical training. Local services for the maintenance of pumping and irrigation systems in irrigated areas will be identified among these activities.

161. **Support for the use of innovative technologies and techniques of production and processing.** At the production level, it will be necessary to orient and support producers in their choice and acquisition of irrigation and water pumping equipment that perform better than the current ones (energy solar irrigation systems, water saving systems, etc.). The valorization of the products will be supported through the strengthening of the agro-food processing units of

banana and cereals. Within this context, a partnership will be sought with ITA, ISRA and other technical institutes such as the Polytechnic University of Dakar, to provide high-performance and adapted technologies (i.e. improved solar dryers, etc.).

- **Solar pumping and water-saving irrigation systems.** Irrigation systems will be developed on 4 hectares with the possibility of extension by the installation of solar pumps (pumping from the river) and/or irrigation that is water saving. These areas (i) will be exploited by young women who do not have other banana plots and work on half a plot (i.e. 8 women per hectare), (ii) will play the role of “learning fields” for the dissemination of innovative techniques and at the same time an example of sustainable practices. The installation of new technology will be accompanied by trainings, in order to assure that the equipment are used and maintained in a sustainable way. This will ensure the possibility of product 1 and product 2. A mechanism for the reimbursement of investment and/or participation of beneficiaries at the level of APROVAG will be defined before the implementation of the initiative, taking into account the internal regulations of the association and the EIGs (at present the EIGs renew their diesel powered pump with credits and contributions).
- **Innovative technologies and techniques for banana processing.** The support will occur through the reinforcement of existing banana processing units through the evaluation of their organizational and management capacity. To this end, specific assistance will be provided by the FAO technical divisions in collaboration with ITA to identify and implement technically and economically more cost-effective solutions. Particular attention will be given to the market study of these products. The study will make it possible to better orient support to the processing center of Tambacounda managed by APROCOB, and that of Nguène and the Women's Group. In Tambacounda, support will be mainly given to the production of banana vinegar through: (i) the renewal / reinforcement of some equipment, (ii) training and accompaniment of the staff employed to restart production, (iii) the rehabilitation of the premises which may also house the APROCOB office. The Nguene processing unit is oriented, among other things, towards the production of couscous, flour, dried banana, etc. The volume of production is currently limited by technically unsatisfactory drying technology and limited production capacities. Support will include: (i) provision of a solar dryer to be sought at the local market level (based on existing experiences and Dakar and/or ITA ESP studies), and (ii) training / recycling of banana processing techniques with particular emphasis on the quality standard, hygiene and packaging required by the market. These aspects will be necessary in view of the emergence of similar initiatives in other areas, and in view of creating synergies and collaborations that better respond to market demand. Processing allows (i) the use of bananas not accepted by the market and/or unsold, (ii) the use of packaging sorting waste, (iii) employment and revenue creation for women and the youth, (iv) and lastly the reinforcement of food security. The direct beneficiaries will be

80% who work in processing centers. Indirectly, all producers of APROVAG EIGs will benefit from this.

- Fonio processing unit and flour production. The production of flour from local cereals and especially fonio will be strengthened and re-launched at the YNW processing center in Koussanar. Support will be provided for the: (i) redevelopment of existing premises to facilitate the sequence of processing operations, (ii) installation of a solar dryer already tested for fonio in the Kédougou region with the support of the Polytechnic School of the region, (iii) technical training, (iv) and networking with other producers for better access to the market, including nutritional centers. Collaborations will be sought with research centers in Senegal, CIRAD, other NGOs active in the field and in the area, and the PADAER project, which in September 2016 supported the creation of the Fonio Sector Network (RAFF³⁴). Trainings on processing technology will also take into account the quality of the product, the production and packaging process to increase nutritional and commercial value. Managerial training will be provided by Support Center for Rural Entrepreneurship (see product 1). The direct beneficiaries are about ten people, more than 80% of whom are women working at the Koussanar processing center and a network of about 770 producers including 720 women and 50 men. This activity will also respond to the need to significantly reduce the women's workload. The difficulty of working around fonio, from harvesting to marketing, appears to be one of the key factors limiting the processing and profitability. Improved equipment will reduce both the length and workload of producers and increase the quantity and quality of finished products.

Product 4: Commercial contracts between the POs and the private sector that benefits each actor are increased, and additionally the POs economic activities are increasingly integrated in the food value chain.

162. In order to strengthen supply and demand to the same extent, and to foster strong and transparent trade relations, the project includes technical capacity building activities for marketing, extension and dissemination channels integration. Additionally, it will provide information and support for the marketing of agricultural products.

163. Training of POs and smallholder producers to facilitate access and integration of agricultural products markets. A study will be carried out to update the state of the banana marketing circuits, as well as fonio in the intervention zone. In order to strengthen the fonio sector, it is also planned to facilitate collaboration with PADAER project. Following the completion of the study, workshops will be

³⁴ The RAFF was founded in Kédougou by the members of 30 PMER transformers fonio of the regions of Kédougou (20 MPER), Kolda (07 MPER) and Tambacounda (03 MPER) with the collaboration of BIOESSENCE and Sen Women Up.

organized to disseminate the information collected. They will be opportunities for exchanges between the actors, including those in the private sector acting upstream and downstream of production (traders, processors, packaging suppliers, etc.). A training program will be sent to POs and their members. The training program will focus on (i) market prospecting, (ii) negotiating and defining trade agreements with product buyers, (iii) negotiating and defining trade agreements with input suppliers, including packaging (SIMPA, Polisen SA, SOFAC, Fumoa, etc.), (iv) labeling, (v) the definition of standard contracts. Contract templates defining the conditions for fair and transparent transactions will be drafted and used as a complement to trainings. The training will involve at least 175 people from APROVAG, APROCOB and production and processing EIG members, as well as the YNW Federation, the cereals processing unit and the member unions. It will be provided by expert structures in this field.

164. Agricultural market information. Communication and dissemination of market information (price, quality, traceability of agricultural products) will be strengthened to allow greater transparency in the agricultural market. The simplification and dissemination of agricultural information, such as the Ministry of Commerce's daily bulletins, will be facilitated through the development of more accessible solutions for producers (SMS alert system, community radios, etc.) and the establishment of partnerships with existing players/operators. Collaborations will be established with the FAO project "Agricultural Services and Digital Inclusion in Africa", which aims through more technology to facilitate producers access to market information systems.

165. Marketing Support Initiatives. Initiatives will be undertaken at both the local and national levels. At the local/regional level, the local product sales booth in Tambacounda, managed by APROVAG, will be restructured to be more attractive and to allow marketing and information on processed products such as flour, couscous, vinegar and soap. This will take place among the EIG, members of APROVAG, and the YNW PO; In addition, negotiations and agreements will be facilitated between POs, town halls and contract management committees to obtain additional marketing space. This will be made possible in particular through the reinforcement of POs capacities in negotiation and contracting. At the national level, POs will also be involved in the formalization of contracts with central purchasing and sales centers in Dakar and with major consumer centers (i.e. supermarkets, school canteens and nutritional centers, partnerships with Enda-Pronat for sale in the areas devoted to organic products, etc.).

166. Support of the establishment of trade agreements. Support will be provided to facilitate trade and partnerships between actors, ranging from simple contractual arrangements such as public-private-producer partnerships. The project will provide support in the formulation of contracts as well as legal assistance for the negotiation of contracts between POs and downstream actors (wholesalers, semi-wholesalers and processors).

167. Promotion of local products. Some products, processed or not, are difficult to access and often not valued enough by the local markets. The promotion of local products can be achieved through: (i) information, education, communication (IEC) campaigns with a "Communicating for a Behavior Change" approach including the

organization of tastings conducted at city and village level, (ii) participation in local, regional and national fairs (FIARA, FIDAK), (iii) and advocacy on local consumption - favoring both consumers (nutritional and economic aspects) and producers (economic and ecological aspects). Documentation will also be developed to support advocacy activities (product presentation sheets, dedicated kitchen books...).

COMPONENT 3.

Strengthened financing capacities of smallholder producers through the POs

Product 5: Credit and finance access for smallholder producers are facilitated and diversified.

168. The main constraint to rural investment is access to finance, and in particular to agricultural credit, which requires conditions for the granting of loans (contributions, guarantees, interest rates, etc.) that smallholders producer can hardly meet. The project aims to remove these barriers through the following support:

169. **Support of POs in negotiation, information access and contracting of credits for agricultural innovation.** POs and unions that supervise them such as UNAFIBS and CNCR, will be supported in negotiating and contracting (advocacy) with agricultural credit institutions to develop appropriate and accessible financing lines for small-scale farmers and entrepreneurs initiatives. Existing collective savings schemes will be strengthened to function optimally and be recognized by formal financial institutions.

170. **Strengthening solidarity and social credit mechanisms.** Existing mechanisms will be strengthened, secured and deployed. In some cases, the loans to the operators will be made possible by the guarantee of the PO and the control of the members on the reimbursement. In other cases, a PO may act as guarantor in an agreement between a finance institution and a bank or investment fund. It was in this context that APROVAG's MEC signed agreements with the Caisse Nationale de Crédit Agricole du Sénégal (CNCAS) in 2010, 2010 and 2011, and since 2010 it has been negotiating finance access with various funds mobilized by the State (FONGIP, FNPEF, etc.).

171. **Promotion of innovative financing initiatives.** Support will be given to identify and implement a "chain financing" mechanism. This type of financing may be "internal" within the supply chain (for example, advance on purchase or credit inputs) and/or external financing when a financial institution grants credit on the basis of established relationships and in accordance to value chain mechanisms (loan based on a marketing contract or warrant). A study will be conducted to identify innovative mechanisms of finance channels. The study and implementation of warrantage around the existing seed and cereal banks in the villages covered by YNW will be part of this framework. The FAO will assist the POs in the implementation of this technique.

Annex VII. Implementation by Component and Product

172. Although all components see the active participation of all stakeholders, specific responsibilities have to be defined by activity and at the level of each product.

COMPONENT 1.

Professionalization of producer organizations (POs) and accordingly entrepreneurial capacities, particularly of women and the youth through the enhancement of their bargaining power and representativeness

Product 1. : Governance, production and management capacities of smallholder producers are increased

173. The activities involved within Product 1, aimed at supporting entrepreneurship through the establishment of a Support Center for Rural Entrepreneurship; strengthening the entrepreneurial capacities of POs, their members and microbusinesses will be take place with the support of MakeSense. MakeSense will work with the IAM, the City Council and the Tambacounda Regional Council to assert the importance of the Support Center for Rural Entrepreneurship at the regional level. Within this context, strengthening the organizational capacities and the governance of the POs and their EIG will be carried out with the support of ActionAid.

174. Activities related to the technical capacity building of producers will be carried out directly by APROVAG and YNW with the support of decentralized services from the state and the assistance of ActionAid in the implementation of circles of reflection. The FAO will support the promotion of field-school approach within POs.

175. Strengthening the advisory support service to producers will be achieved through the involvement of public and private actors who can provide proximity support to producers: partnership agreements will specify the conditions, mandates and tasks of the actors.

Product 2. Through improved and increased interaction and dialogue platforms at the local and national level, women's participation and bargaining power in key decision-makings in rural areas are improved.

176. All activities planned to strengthen the participation and inclusion of at the local and national level will be animated and accompanied by ActionAid, which for has for several years been developing actions that specifically aim to elevate women's bargaining power in society. ActionAid will work in close collaboration with the CNCR and UNAFIBS women's college. This body of actors at the level of the Tambacounda region will aim to increase awareness at the grassroot level. In addition to the support of women entrepreneurs, Make

177. Sense will organize training workshops on entrepreneurship, negotiation, sales and marketing.

COMPONENT 2.

Creation of innovative and sustainable economic partnerships, in particular with private businesses for the supply of climate resilient inputs, processing, packaging and marketing techniques

Product 3: Rural entrepreneurship initiatives initiated by women and the youth are increased and reinforced.

178. Support of rural production service businesses - achieved through the direct involvement of POs and their member EIGs and accompanied by ActionAid and MakeSense in collaboration with other partners operating in the area.

179. In order to strengthen compost production, an agreement will be established with APROVAG for the supply of small equipment and for the organization of training/use of existent techniques on composting. Studies on the availability of raw materials on the market, and in particular manure, will be carried out by a consulting firm or a consultant with the skills and knowledge of the context. EIG producers will receive support from Make Sense (see product 1) for entrepreneurship training.

180. For the renewal and multiplication of banana planting plant material, the Center for the Development of Horticulture (CDH) will be involved in the supply of vitro plants and APROVAG for distribution. APROVAG will be responsible for the implementation of the material supply and technical training. Similarly to the composting units, the EIG producers will receive support from Make Sense (see product 1) for trainings on entrepreneurial skills.

181. Support to YNW's grain and seed banks will be realized with the support of ActionAid, which will coordinate the action associating the ASPSP for the production of "peasant seeds", the state and Enda-Pronat, which supports a few villages in the area. The FAO will provide technical assistance to link the initiative to warrantage (product 5).

182. MakeSense will support the emergence of micro-businesses suppliers of goods and services. It will be strictly linked to workshops conducted at the Support Center for Rural Entrepreneurship that focus on the emergence of activities complementary to the banana and fonio sectors (see product 1).

183. With regards to the support of initiatives that use innovative technologies and adapted techniques of production and processing, partnerships will be established with ITA, ISRA, the Polytechnic school of Dakar, as well as with the private sectors in the search of adapted solutions. The introduction of efficient pumping systems (solar) and irrigation systems will for example come out of research carried out at the level of the private sector technologies. The purchase of new systems will be carried out by the FAO, and the POs (APPROVAG) will be

responsible for the installation and organization of training for use and maintenance.

184. The transformation of bananas will be revived by APROVAG with the assistance of the FAO and the research institute, ITA. The FAO will undertake a study of technical and economic viabilities and provide technical assistance and training in collaboration with the ITA. APROVAG will be responsible for the rehabilitation of the premises and the purchase of the additional equipment according to the study's result. A more efficient solar dryer will be identified among the solutions proposed the ITA, other research institutions and the private sector.

185. The production of flour from local cereals and especially fonio in Koussanar will be supervised by YNW through the promotion of existent techniques. The installation of a dryer such as for example "a greenhouse solar dryer" will be carried out with by the Dakar Polytechnic school which will also provide technical training for installation, use and maintenance. ActionAid will assist in the carrying out of the activity by facilitating links with other producers of fonio and PADAER initiatives.

Product 4: Commercial contracts between the POs and the private sector that benefits each actor are increased, and additionally the POs economic activities are increasingly integrated in the food value chain.

186. Following a study of marketing channels by a consulting firm or a national consultants, all activities that support marketing initiatives, access to market, will be carried out by POs, their members (EIGs) and UNAFIBS and the CNCR. ActionAid will be responsible for the implementation of all activities.

187. The training of POs and smallholder producers to facilitate market integration of agricultural products will be provided by experts and will involve UNAFIBS and CNCR. The latter will participate in all initiatives related to the communication and dissemination of agricultural market information that will be carried out in connection with the FAO's project "Agricultural Services and Digital Inclusion in Africa".

188. ActionAid will be responsible for (i) promoting initiatives to improve market access by facilitating dialogue between POs, local authorities, market management committees and access to different national circuits, (ii) supporting the establishment of trade agreements, and (iii) the organization of initiatives promoting the consumption of local products. These activities will be carried out in synergy with other existing initiatives including those developed by PADAER, Enda-Pronat, etc.

COMPONENT 3.

Strengthened financing capacities of smallholder producers through the POs

Product 5: Credit and finance access for smallholder producers are facilitated and diversified.

189. UNAFIBS and the CNCR, recognized by the state as entities defending the interests of producers, will promote negotiation and contractualization actions for agricultural innovation addressed to smallholder producers and rural entrepreneurs.

190. The MEC within APROVAG will play a negotiating role in mobilizing state funds for rural entrepreneurship of women and technological innovation. MEC, APROVAG and YNW will be able to strengthen other existing savings and credit mechanisms, especially within women's groups, with the support of expert consultants on these issues.

191. A study will be conducted by the FAO to identify innovative mechanisms for channel financing. The study will focus on the implementation of mechanism of warrantage around the banks of seeds and cereals of the EIG members of YNW. Following the study and technical assistance from the FAO, ActionAid will assist YNW in the management of cereal banks and the warrantage mechanism.