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Enabling poor rural people
to overcome poverty

President's report

Proposed loan to the Republic of Senegal for the

Agricultural Value Chains Support Project – Extension

Note to Executive Board representatives

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Abbreviations and acronyms

AWP/B	annual workplan and budget
CAADP	Comprehensive Africa Agriculture Development Programme
LOASP	Agrosilvopastoral Orientation Law
M&E	monitoring and evaluation
MSRE	micro- and small rural enterprise
PAFA	Agricultural Value Chains Support Project
PAFA-E	Agricultural Value Chains Support Project – Extension
PCMU	project coordination and management unit
PMU	project management unit
PNDE	National Livestock Development Plan
PNIA	National Agricultural Investment Programme
SNDES	National Economic and Social Development Strategy

Map of the project area



Republic of Senegal

Agricultural Value Chains Support Project – Extension

Financing summary

Initiating institution:	IFAD
Borrower:	Republic of Senegal
Executing agency:	Ministry of Agriculture and Rural Infrastructure
Total project cost:	US\$50.4 million
Amount of IFAD loan:	SDR 22.6 million (equivalent to approximately US\$34.7 million)
Terms of IFAD loan:	40 years, including a grace period of 10 years, with a service charge of three quarters of 1 per cent (0.75 per cent) per annum
Contribution of borrower:	US\$12.7 million
Contribution of beneficiaries:	US\$3.0 million
Appraising institution:	IFAD
Cooperating institution:	Directly supervised by IFAD

Recommendation for approval

The Executive Board is invited to approve the recommendation for the proposed loan to the Republic of Senegal for the Agricultural Value Chains Support Project – Extension, as contained in paragraph 48.

Proposed loan to the Republic of Senegal for the Agricultural Value Chains Support Project – Extension

I. Strategic context and rationale

A. Country and rural development and poverty context

1. The measures and orientations adopted by the Senegalese Government in support of economic and social development and development of the rural sector are set forth in the country's various policy guidelines, particularly: (i) the Agrosilvopastoral Orientation Law (LOASP); (ii) the National Economic and Social Development Strategy (SNDES); (iii) the National Agricultural Investment Programme (PNIA) adopted under the Comprehensive Africa Agriculture Development Programme (CAADP); and (iv) the National Livestock Development Plan (PNDE), which provides the framework for implementation of the LOASP in the livestock sector.
2. Senegal had an estimated population of 12.8 million in 2011. With a growth rate of 2.9 per cent, it should reach 14 million in 2015. The population is mainly rural (54 per cent), with a demographic profile showing the numerical importance of women (52 per cent) and a relatively young structure: one person out of every two is under 19 years of age and 71.2 per cent of Senegalese are under 30.¹ The country is marked by high unemployment and underemployment rates: only one person out of every five in the country works full-time,² and the young, who constitute a major part of the active population, are the worst affected by unemployment.
3. The agricultural sector employs nearly half of all Senegalese, while 70 per cent of the rural population lives from activities linked to farming. The contribution of farm employment to the poorest households remains substantial. The sector is dominated by small family farms: almost 31 per cent of farms have an area of less than 1 hectare, 70 per cent of less than 5 hectares and almost 91 per cent of less than 10 hectares. Food security and income generation in rural areas depend to a large extent on rainfed cropping systems, focusing mainly on cereal crops, particularly rice and millet, and groundnut.
4. Senegal has considerable resources in terms of arable land: 3.8 million hectares, 2.5 million hectares (or 65 per cent) of which are actually farmed. With 350,000 hectares of potentially irrigable land, 105,000 hectares (or 30 per cent) are in fact used. Moreover, the country is rich in water resources, with an estimated availability of 35 billion cubic metres per year of renewable water, composed of 31 billion cubic metres of surface water and 4 billion cubic metres of groundwater, which is very little used. Despite these considerable assets, Senegalese agriculture is faced with two major challenges: (i) the country imports almost 70 per cent of its food needs, while more than 60 per cent of its workforce

¹ National Statistical and Demographic Agency, *Situation socioéconomique du Sénégal 2011*.

² SNDES 2013-2017.

is employed in foodcrop production, and it is also a net importer of meat; and (ii) a large proportion of the population lacks access to sufficient food and lives in a situation of poverty, especially in rural areas.

5. The Senegalese agricultural sector suffers from various ongoing constraints: weakness and irregularity of rainfall; soil degradation; insufficient good-quality seed and fertilizer; widespread use of traditional techniques with low productivity; weakness of technical support services; lack of access to finance; inaccessibility of certain zones with a high production potential; poor optimization of potential water resources (65 per cent of the potential); inappropriate nature of the land tenure policy; lack of incorporation into value chains and low level of organization around these chains; insufficient account taken of research results; and difficulties in market access and little enhancement of exported products.

B. Rationale and alignment with government priorities and RB-COSOP

6. The Agricultural Value Chains Support Project – Extension (PAFA-E) will support achievement of the objectives of the SNDES, especially those of thrust 1 concerning growth, productivity and wealth creation, and also those of the PNIA, which is aligned with the objectives of the CAADP, particularly its strategic objectives 1, 3, 5 and 7. The project was formulated in the framework of the 2011-2015 country strategic opportunities programme (COSOP), approved in 2010, and is focused on achieving strategic objective 1 concerning the access of smallholders and their organizations to effective services and production infrastructure, appropriate technologies and markets. The project is part of the country programme and builds on the outcomes and achievements of the PAFA and previous projects (the Rural Microenterprise Support Project, the Agricultural Development Project in Matam, the Village Management and Development Project and the Village Organization and Management Project).

II. Project description

A. Project area and target group

7. The project will cover: (i) the central and northern groundnut basin – the current PAFA intervention zone – encompassing the regions of Kaolack, Fatick, Kaffrine and Diourbel; and (ii) the Louga agropastoral region. The project zone represents 27 per cent of the country's land area and encompasses 35 per cent of its population, or about 4,500,000 people, with a large proportion of young people in the 15 to 25 age group and a predominance of women – 52 per cent, or even more in zones with large-scale migration of men and young people, as is particularly the case in the Louga region.
8. The project's target group encompasses small-scale farmers and herders who are members of farmers' and herders' organizations, within which it will ensure the incorporation of the most vulnerable households, the young, and women and their organizations. The project will also target other economic actors: micro- and small rural enterprises (MSREs) providing services, for preference those run by young people, both upstream and downstream of the value chains in question; market operators; and public and private structures providing the products and services needed for development of the targeted value chains.

B. Project development objective

9. The project has the overall objective of contributing to a sustainable improvement in the livelihoods of family farms in the central and northern groundnut basin and the western silvopastoral zone, through their incorporation into diversified, profitable value chains. It has the specific objective of bringing about a sustainable improvement in food security and the income of small-scale producers (both farmers and herders) and creating remunerative, sustainable jobs for rural

inhabitants, especially young people and women. The main outcomes anticipated are: (i) an increase in production and an improvement in agricultural productivity; (ii) an increase in the value of the additional production thanks to contractual agreements between producers' organizations and market operators; and (iii) the empowerment of professional agricultural organizations through the provision of social and economic services to their members.

C. Components/outcomes

10. **Component 1: agricultural diversification and market access.** This component seeks to increase agricultural productivity and production, enhance production and improve the marketing of products. To this end, the project will facilitate sustainable access by smallholders, both farmers and herders, to: (i) inputs and technological innovations; (ii) production and marketing infrastructure; (iii) agricultural advice; and (iv) finance for harvesting, processing and packaging activities to allow better market placement.
11. **Component 2: development and structuring of value chains.** The first anticipated outcome of this component is a better structuring of producers' organizations (grassroots producers' organizations, unions and umbrella organizations) in order to turn them into effective actors with a view to developing value chains. The second outcome is the consolidation or establishment of an interprofessional organization for each value chain adopted, capable of effectively defending the interests of the value chain. The project will support producers' umbrella organizations in drawing up the strategic plan and annual action plans for their institutional development. These plans will encompass action in various spheres (capacity-building, support for institutional development).
12. **Component 3: knowledge management, coordination, and monitoring and evaluation.** This component seeks to support management of the country programme and the coordination unit in the following spheres: (i) coordination; (ii) monitoring and evaluation; (iii) logistical management; and (iv) liaison among actors, especially the steering committee.

III. Project implementation

A. Approach

13. The proposed project will be part of the IFAD country programme in Senegal, which is intended to coordinate interventions and transpose and scale up the successes achieved. The project will build on, transpose and scale up the achievements of current and completed projects, particularly with regard to the establishment of commercial contracts, the structuring, capitalization and empowerment of producers' organizations, the development of rural entrepreneurship and the provision of economic services both upstream and downstream of value chains, natural resource management and the development of livestock production based on the pastoral unit model, and the development of agricultural production intensification groups.
14. The project will subcontract the execution of activities to public, private or non-governmental service providers through competitive calls to tender based on specifications and according to skills and experience. It will respond to demand and market needs, with producers' organizations and market operators as the main actors.
15. The project will run for six years. During the first two, the activities of the PAFA and PAFA-E will be carried on in parallel. A midterm evaluation, carried out jointly by IFAD and the Government, is anticipated during the third year of execution (2016). This evaluation will coincide with completion of the PAFA and will allow lessons to be drawn regarding strategy and project implementation, which will then provide guidance for formulation of the new COSOP for Senegal (2016-2020).

B. Organizational framework

16. Management and coordination of project implementation will be carried out by the current project coordination and management unit (PCMU) of the PAFA. The Ministry of Agriculture and Rural Equipment will be responsible for administrative supervision of the project. The steering committee will be the same as that of the PAFA. It will be the body responsible for orientation, approval of the annual workplan and budget (AWP/B) and monitoring of the project. Its composition will be broadened to include the producers' organizations and their umbrella organizations. The Ministry of Agriculture and Rural Equipment will provide the chair of the steering committee and the Ministry of Livestock will provide the vice-chair, while the PCMU will act as the secretariat. The mandate of this committee will be extended to the PAFA-E with a view to institutional rationalization.
17. The public implementation bodies (the National Rural and Agricultural Advisory Agency, the Regional Development Agency), producers' organizations and their umbrella organizations will be responsible for supporting the PCMU in implementing activities. They will be joined by the Environmental Monitoring Centre, regional rural development directorates, regional livestock services and associative agencies (the Chamber of Commerce, Industry and Agriculture, the Project Implementation Agency), partners of the producers' organizations and market operators in implementing activities.

C. Planning, monitoring and evaluation, learning and knowledge management

18. The project activities will be presented each year in the form of an AWP/B drawn up with the support of implementation partners on the basis of the strategic plans of the value chain boards. These are the annual action plans (business plans) of the producers' umbrella organizations, reflecting the needs of their members (farming and herding households, MSREs) and rural communities. The AWP/B draft contains a summary of the outcomes obtained in the previous year, together with an analysis of the main constraints the project has had to face and the measures taken to mitigate these, a detailed description of activities in the year in question, broken down and overall costs, monitoring indicators, the implementation approach, and the origin and use of funds; a procurement plan for the first 18 months is also an integral part of the AWP/B. Monitoring and evaluation (M&E) will allow measurement of the progress made on project implementation, its effects and its impact on the target groups. It will also gather together and analyse specific indicators concerning the Results and Impact Management System (RIMS). It will do the same for indicators regarding the environment and the effects of climate change. It will have linkages with other information systems (sectoral monitoring system etc.), with the establishment of common indicators.
19. The project will update the PAFA M&E manual before it is launched. This new manual will be discussed and shared with all the stakeholders and will describe the M&E system, its organization and modes of implementation, and the actors and their responsibilities, together with the various means of collection and dissemination.
20. The project will support the collection and dissemination of information useful to the actors in value chains at the local, regional and national levels, and also the exploitation of activities implemented and methods adopted by projects cofinanced by IFAD.
21. Knowledge management and sharing will be carried out through: (i) the annual organization of review workshops and periodic participatory self-evaluation workshops for professional agricultural organizations and professional livestock organizations; (ii) the carrying out of ad hoc thematic studies; and (iii) the production and dissemination of written materials (regular publication of a project

information bulletin) and audio materials via local, regional and national radio stations.

D. Financial management, procurement and governance

22. **Financial management.** An analysis of the alternatives for financial management of the project was carried out during the design phase. It revealed that the Ministry of Agriculture and Rural Equipment's financial management system does not at present allow IFAD's conditions to be met. It was therefore decided, in agreement with the Senegalese party, that a project management unit (PMU) with administrative and financial autonomy would be made responsible for implementation of the PAFA-E. Management and coordination of the PAFA-E will be entrusted to the existing PMU of the PAFA, which has experience in financial management and has qualified human resources. The proposed financial management system was evaluated in order to make sure it met IFAD's requirements regarding fiduciary risk. The risk is judged moderate and will be mitigated by the following measures: a support and training plan for the administrative and financial service of the PAFA/PAFA-E; capacity-building for financial staff, if needed, on the basis of an evaluation carried out one year after inception; harmonization of accounting and financial management procedures for PAFA and PAFA-E financing, and updating of the manual of procedures prior to inception of the PAFA-E; joint formulation of AWP/Bs and the procurement plan for the financing, and the presentation of joint financial reports to IFAD and the supervising ministry on a three-monthly basis; and strengthening of control measures thanks to the role anticipated for the Ministry of Finance's project support unit (see paragraph 26).
23. Updating of the PAFA manual of procedures in order to incorporate PAFA-E funding will be one of the conditions for disbursement of the financing.
24. **Flow of funds.** The resources of the PAFA-E will be placed at the disposal of the project through a designated account administered by the Ministry of Finance. This account will receive an advance, which may be replenished on the basis of appropriate documentation showing that previous withdrawals have been made for authorized expenditures. The required resources will be transferred to the project by the Ministry of Finance and paid into a project account opened in Kaolack and administered by the coordinator and the administrative and financial officer. A project subaccount will be opened for each branch and will receive funds from the project account to cover branch operating expenses.
25. **Procurement.** With regard to the acquisition of goods and services, the project will ensure that the work, supplies and services of consultants to be paid for under the financing agreement comply with the procurement rules in force in Senegal. The project will adhere strictly to the manual and practices of the PAFA, which it will help to improve. When the project is launched, the detailed 18-month procurement plan prepared during formulation will be updated by the PCMU and submitted to IFAD for its "no objection". This plan will be combined with that of the PAFA in order to take advantage of economies of scale, simplify procurement procedures and facilitate the management of contracts. For each expenditure, it will indicate the proposed method and thresholds. This plan will be one of the prior conditions for disbursement of the financing. Each year an annual procurement plan will be drawn up and incorporated into the AWP/B. Before it is implemented, it must be approved by the steering committee and receive IFAD's "no objection".
26. **Auditing.** Project accounts and management will be audited once a year by a qualified, independent auditing firm, and the audit reports will be submitted to IFAD no more than six months after the end of the period audited. The auditing measures will be boosted by the Ministry of Finance's project support unit, which will be responsible for monitoring implementation of the audit recommendations, in order to compensate for the lack of an internal auditing function within the Ministry

of Agriculture and Rural Equipment. Auditing of financial reporting and internal control will also be carried out during supervision missions.

27. **Climate change and the environment.** The project will have a limited but positive long-term impact on the environment thanks to various mitigation measures: (i) restoration of soil fertility; (ii) various hydro-agricultural schemes that will allow a correct use of both surface and groundwater; and (iii) an increase in agricultural productivity thanks to the rational use of fertilizer and improved seed.
28. **Governance.** A good governance framework was included in the project design report and its annexes. It covers such important aspects of governance as anticorruption, responsibility, evaluation of financial management and the procurement system, internal and external auditing, and institutional arrangements for project implementation. The framework seeks to ensure: (i) the transparency of information in the public domain; (ii) assumption of responsibility in the use of resources; and (iii) the participation of people, giving them a say in decisions that could affect them. The participation of the communities concerned in every stage of the project can improve development outcomes while reducing the possibilities of fraud and corruption.

E. Supervision

29. The project will be directly supervised by the IFAD country office in Dakar, with the participation of members of the country programme management team, and there will thus be two supervision missions per year to monitor project performance and impact. Monitoring missions will be carried out regularly, with a frequency dictated by needs. Specific technical support will be provided locally by the Dakar office on a regular basis according to needs identified by monitoring and supervision missions. Supervision missions will focus on the monitoring of implementation, the achievement of outcomes, effects and impacts, and the effectiveness of institutional and technical advances that will be consolidated and scaled up. Project accounts will be audited each year, in line with IFAD's guidelines in this regard.

IV. Project costs, financing, benefits

A. Project costs

30. The project will run for six years. The total project cost, including physical and financial contingencies, is US\$50.4 million. Base costs are US\$46.2 million. Contingencies are estimated at US\$4.2 million, and taxes at US\$5.1 million, or 10 per cent of total costs. Investments are estimated at US\$43.4 million, or 86.2 per cent of total costs, and operating costs at US\$7.0 million, or 14 per cent of the total cost.

B. Project financing

31. IFAD will provide financing equivalent to US\$34.7 million to the project, or 68.9 per cent of the total project cost. This contribution constitutes the total amount allocated to Senegal under the performance-based allocation system for the period 2013-2015.
32. The main financiers of the project are the Senegalese Government, IFAD and the beneficiaries. IFAD will contribute an equivalent of US\$34.7 million in the form of a loan on highly concessional terms. The Government will contribute an equivalent of US\$12.7 million, of which US\$7.6 million will mostly be for investments in agricultural and livestock water supply schemes, while US\$5.1 million corresponds to duties and taxes, making a total Government contribution of 25.2 per cent of total costs. The beneficiaries' contribution is estimated at US\$3.0 million, or 6 per cent of the total project cost. The tables below show estimated project costs, according to component and category of expenditure, and source of financing.

Table 1
Agricultural Value Chains Support Project – Extension
Components by financier
(in thousands of United States dollars)

	IFAD		Government		Beneficiaries		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes
	Amount	%	Amount	%	Amount	%	Amount	%			
A. Support to improvement in the supply, enhancement and marketing of products											
1. Access to inputs and technological innovations	6 126	69.5	1 302	14.8	1 387	15.7	8 815	17.5	3 218	4 295	1 302
2. Access to advisory services	1 696	100.0	-	-	-	-	1 696	3.4	-	1 696	-
3. Irrigation infrastructure	2 150	39.3	2 925	53.5	395	7.2	5 470	10.9	1 915	2 724	831
4. Pastoral infrastructure and pastoral unit management	3 690	37.0	5 574	55.9	709	7.1	9 973	19.8	3 396	5 108	1 470
5. Post-harvest infrastructure and actions	4 143	64.2	1 812	28.1	503	7.8	6 458	12.8	1 971	3 599	888
6. Marketing support	457	94.5	27	5.5	-	-	484	1.0	69	389	27
Subtotal support to improvement in supply, enhancement and marketing of products	18 263	55.5	11 639	35.4	2 995	9.1	32 897	65.3	10 567	17 811	4 518
B. Structuring of value chains and professionalization of stakeholders	8 793	97.8	196	2.2	-	-	8 988	17.8	644	8 149	196
C. Project organization and management	7 642	90.1	842	9.9	-	-	8 484	16.8	1 071	7 071	342
Total project cost	34 698	68.9	12 677	25.2	2 995	5.9	50 369	100.0	12 282	33 031	5 056

Table 2
Agricultural Value Chains Support Project – Extension
Expenditure category by financier
(in thousands of United States dollars)

	IFAD		Government		Beneficiaries		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes
	Amount	%	Amount	%	Amount	%	Amount	%			
I. Investment costs											
A. Civil & rural infrastructure	8 444	40.6	10 778	51.9	1 553	7.5	20 776	41.2	7 271	10 346	3 158
B. Subproject support	5 009	100.0	-	-	-	-	5 009	9.9	-	5 009	-
C. Vehicles	375	67.2	183	32.8	-	-	559	1.1	335	40	183
D. Equipment	120	76.0	38	24.0	-	-	157	0.3	79	41	38
E. Training and workshops	3 263	100.0	-	-	-	-	3 263	6.5	-	3 263	-
F. Studies	927	100.0	-	-	-	-	927	1.8	-	927	-
G. Technical assistance											
National expertise	32	84.8	6	15.2	-	-	38	0.1	-	32	6
H. Service delivery	1 558	84.8	279	15.2	-	-	1 838	3.6	919	640	279
I. Subproject funds	6 326	69.1	1 392	15.2	1 442	15.7	9 160	18.2	3 330	4 437	1 392
J. Memorandum of understanding	1 673	100.0	-	-	-	-	1 673	3.3	-	1 673	-
Total investment costs	27 729	63.9	12 677	29.2	2 995	6.9	43 400	86.2	11 935	26 409	5 056
II. Recurrent costs											
A. Salaries and allowances	5 580	100.0	-	-	-	-	5 580	11.1	-	5 580	-
B. Maintenance and operation	1 390	100.0	0	-	-	-	1 390	2.8	347	1 042	-
Total recurrent costs	6 969	100.0	0	-	-	-	6 969	13.8	347	6 622	-
Total project costs	34 698	68.9	12 677	25.2	2 995	5.9	50 369	100.0	12 282	33 031	5 056

C. Summary benefit and economic analysis

33. The main benefits anticipated from the project are: (i) an increase and diversification in production and in incomes from farming and livestock rearing, thanks to the growth in yields from rainfed crops (millet, cowpea, sesame) and irrigated market garden crops through the use of selected seed and associated inputs (fertilizer, plant protectants), the installation of irrigated market garden areas, the introduction of improved household sheepfolds and chicken coops, and the boosting of advice and support; (ii) a marked reduction in post-harvest losses thanks to the introduction of appropriate harvest and storage/conservation techniques; (iii) a rise in farmgate prices and an increase in the quantities marketed following the establishment of direct relations between smallholders and market operators and the boosting of their trading and negotiation capacities; (iv) the creation of jobs in rural areas, due in particular to the development of MSREs upstream and downstream of production; and (v) capacity-building for producers' organizations.
34. A series of activities will directly affect women, young people and the most vulnerable groups. Market garden production, poultry and small ruminant rearing and the processing of products are activities normally handled by women. Young people will be encouraged to enter the agricultural sector at different points in the value chain, for example as artisans for the manufacture, upkeep and repair of

farm equipment, providers of mechanized services (ploughing, threshing), input suppliers, members of agricultural production intensification groups.

D. Sustainability

35. The project's intervention strategy depends, from the start, on the effort to ensure the sustainability of the benefits, effects and impact of interventions. Factors in sustainability have been systematically taken into account in the design of the project and activities, and will thus contribute to achievement of the project's outcomes.
36. **Access to inputs and production technologies.** The incorporation and strengthening of the access of the poorest groups to inputs are designed in such a way as to lead in the medium term either to the generation of a capacity for self-financing or to the access of producers' organizations to financing from banks in order to serve their members better. The proposed plan, which combines education in savings, support for access to credit, a system of declining cofinancing and the establishment of commercial contracts, is a major factor in sustainability. With regard to the post-harvest environment and the enhancement of production, the establishment of sustainable and mutually advantageous relations between producers' organizations and the market is a guarantee of sustainability, together with the steady development of a win-win entrepreneurial spirit between producers' organizations and market operators. Capacity-building for producers' organizations in the sphere of the preparation of and compliance with contracts and in that of negotiation amounts to a guarantee of sustainability. The empowerment of producers' organizations, as sought by the project by boosting their technical, organizational and institutional capacities in order to provide effective and efficient socio-economic services useful to their members, is a guarantee of sustainability.

E. Risk identification and mitigation

37. Identified risks are not serious, save for two, which are moderately so: (i) the lack of sufficient skills and availability of implementation partners; and (ii) climate change. With regard to the first, updating of the list of service providers and market operators drawn up by the PAFA and partnership with other projects working in the area should allow its mitigation. With regard to climate risk and environmental impact, the project includes measures to mitigate the impact of climate change and promote adaptation in this regard: (a) participatory and joint planning with other partners and activities to restore soil fertility and prevent its degradation; (b) rainfall and weather monitoring using the early warning system; (c) awareness-raising and training for producers' organizations and advice to family farmers on the management of climate risks; and (d) promotion and adoption of short-cycle varieties that require little water and are resistant to the various stresses inherent in climate disruptions. These measures will mitigate the impact of risks linked to climate change. Risks associated with fiduciary issues are dealt with in section III.D of this report.

V. Corporate considerations

A. Compliance with IFAD policies

38. The project guidelines are in line with IFAD's mandate and Strategic Framework. The project is fully aligned with IFAD's strategic objectives, inasmuch as strengthening the market access and technical, organizational and institutional capacities of producers' organizations will help to improve smallholders' food security and boost their incomes on a sustainable basis. The project is in line with IFAD's policies on the environment and will have a limited but positive long-term environmental impact. It has been classified in category B on the basis of IFAD's Environmental and Social Assessment Procedures.
39. Inasmuch as the project's approach covers the development of value chains, market access and scaling up, it is in line with IFAD's policy in this connection. If

the conditions are met, the project will build on, consolidate, transpose and scale up the advances made by the PAFA and other projects, especially regarding: the establishment of commercial contracts; the structuring, capacity-building and empowerment of producers' organizations; the development of rural entrepreneurship and the provision of economic services both upstream and downstream of the value chains; natural resource management and the development of livestock production using the pastoral unit model; and job creation for young people through agricultural production intensification groups.

B. Alignment and harmonization

40. The project's objectives are in line with the measures and guidelines adopted by the Senegalese Government in pursuit of economic and social development and development of the agricultural and rural sector. It is also in line with the LOASP, which lays down general provisions and broad guidelines for development of the agricultural sector over the next 20 years with the aim of reducing poverty. They are also in keeping with the objectives of the SNDES (2013-2017), which is intended to speed up economic growth and improve productivity. They also correspond perfectly with the objectives of the PNIA, adopted under the CAADP, as well as those of the PNDE.
41. The project is in line with national development strategies and sectoral policies, especially those of the Ministry of Agriculture and Rural Equipment and the Ministry of Livestock. The main technical and financial partners will work in synergy and complementarity in implementing the project. Synergies will be established with the Japanese International Cooperation Agency and the China Council for International Cooperation on Environment and Development in the framework of the Technical Cooperation Programme of the Food and Agriculture Organization of the United Nations (FAO). Similar synergies will be established with the African Development Bank as part of the Agricultural Services Support Project and with the World Food Programme in the context of its "Purchase for Progress" initiative.

C. Innovations and scaling up

42. The production and sharing of knowledge is a key element of the project with a view to facilitating the necessary adjustments in the existing knowledge system within the country and ensuring that needs and knowledge are harmonized. The project will support the collection and dissemination of information of use to the value chain actors, and the exploitation of activities and methods implemented by projects cofinanced by IFAD.
43. Knowledge management and sharing will be carried out through: (i) the annual organization of review workshops and periodic participatory self-evaluation workshops for professional agricultural organizations and professional livestock organizations; the carrying out of ad hoc thematic studies; and (iii) the production and dissemination of written materials and audio materials for radio broadcasting.

D. Policy engagement

44. In collaboration with the other partners, the project will contribute to dialogue on policies for the promotion of financial products suitable for smallholders.

VI. Legal instruments and authority

45. A project financing agreement between the Republic of Senegal and IFAD will constitute the legal instrument for extending the proposed financing to the borrower. A copy of the negotiated financing agreement is attached as an annex.
46. The Republic of Senegal is empowered under its laws to receive financing from IFAD.
47. I am satisfied that the proposed financing will comply with the Agreement Establishing IFAD and the Policies and Criteria for IFAD financing.

VII. Recommendation

48. I recommend that the Executive Board approve the proposed financing in terms of the following resolution:

RESOLVED: that the Fund shall provide a loan on highly concessional terms to the Republic of Senegal in an amount equivalent to twenty-two million six hundred thousand special drawing rights (SDR 22,600,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

Kanayo F. Nwanze
President

Accord de financement négocié:

"Projet d'appui aux filières agricoles – Extension (PAFA-E)"

(Négociations conclues le 29 novembre 2013)

Numéro du prêt: -SN

Nom du projet: Projet d'appui aux filières agricoles - Extension (PAFA-E) ("le Projet")

La République du Sénégal ("l'Emprunteur")

et

Le Fonds international de développement agricole ("le Fonds" ou "le FIDA")

(désignés individuellement par "la Partie" et collectivement par "les Parties")

conviennent par les présentes de ce qui suit:

PREAMBULE

ATTENDU QUE le Fonds a accepté d'accorder un prêt à l'Emprunteur pour contribuer au financement du Projet, conformément aux modalités et conditions établies dans le présent Accord;

EN FOI DE QUOI, les Parties conviennent par les présentes de ce qui suit:

Section A

1. Le présent Accord comprend l'ensemble des documents suivants: le présent document, la description du Projet et les dispositions relatives à l'exécution (annexe 1), le tableau d'affectation des fonds (annexe 2) et les clauses particulières (annexe 3).
2. Les Conditions générales applicables au financement du développement agricole en date du 29 avril 2009 et leurs éventuelles modifications postérieures ("les Conditions générales") sont annexées au présent document, et l'ensemble des dispositions qu'elles contiennent s'appliquent au présent Accord. Aux fins du présent Accord, les termes dont la définition figure dans les Conditions générales ont la signification qui y est indiquée.
3. Le Fonds accorde à l'Emprunteur un prêt que l'Emprunteur utilise aux fins de l'exécution du Projet, conformément aux modalités et conditions énoncées dans le présent Accord.

Section B

1. Le montant du prêt FIDA est de vingt-deux millions six cent mille Droits de tirages spéciaux (22 600 000 DTS).
2. Le prêt FIDA est accordé à des conditions particulièrement favorables, soit une commission de service de 0,75% l'an et un délai de remboursement de 40 ans dont un différé d'amortissement de 10 ans, à compter de la date d'approbation du Conseil d'administration du Fonds.

3. La monnaie de paiement au titre du service du prêt FIDA est l'Euro.
4. L'exercice financier débute le 1^{er} janvier et se clôture le 31 décembre.
5. Le remboursement du principal et le paiement de la commission de service du prêt FIDA sont exigibles le 15 mars et le 15 septembre.
6. Un Compte désigné, libellé en FCFA, destiné à recevoir les fonds provenant du prêt FIDA est ouvert au nom du Projet à Dakar auprès d'une banque commerciale acceptable pour le Fonds.
7. Un Compte de projet, destiné à recevoir les fonds provenant du Compte désigné et libellé en FCFA, est ouvert au nom du Projet à Kaolack auprès d'une banque commerciale. Un sous-compte de projet pour chaque Antenne, est ouvert respectivement à Louga et à Kaffrine auprès d'une banque commerciale acceptable pour le Fonds.
8. L'Emprunteur fournit des fonds de contrepartie aux fins du Projet pour un montant approximatif de 6,2 milliards de FCFA représentant sa contribution: a) au financement des aménagement hydro-agricoles, pastoraux et autres infrastructures pour un montant de 3,7 milliards de FCFA mobilisés conformément aux procédures du Trésor Public; et b) à la prise en charge par l'Emprunteur de l'ensemble des droits, impôts et taxes sur les biens, travaux et services qui seront acquis par le Projet, pour un montant approximatif de 2,5 milliards de FCFA.

Section C

1. L'Agent principal du projet est le Ministère en charge de l'agriculture.
2. La date d'achèvement du Projet est fixée au sixième anniversaire de la date d'entrée en vigueur du présent Accord.

Section D

Le Fonds assure l'administration du prêt et la supervision du Projet.

Section E

1. Le présent Accord est assujéti à la délivrance d'un avis juridique de la Cour Suprême.
2. Les éléments suivants constituent des conditions générales additionnelles, préalables aux retraits:
 - a) L'Arrêté portant création du PAFA-E a été pris par l'autorité compétente;
 - b) Le Compte désigné a été ouvert et le Projet a été inscrit au Programme triennal d'investissements publics (PTIP);
 - c) Le Manuel des procédures administratives, financières et de gestion du Projet d'appui aux filières agricoles (PAFA) a été mis à jour pour intégrer le financement PAFA-E.

3. Toutes les communications ayant trait au présent Accord doivent être adressées aux représentants dont le titre et l'adresse figurent ci-dessous:

Pour l'Emprunteur:

Ministre de l'économie et des finances
de la République du Sénégal
Ministère de l'économie et des finances
5, rue Carde angle rue René N'Diaye
BP 4017
Dakar, Sénégal

Pour le FIDA:

Président
Fonds international de développement agricole
Via Paolo di Dono, 44
00142 Rome, Italie

Le présent Accord, en date du _____, a été établi en langue française en six (6) exemplaires originaux, trois (3) pour le Fonds et trois (3) pour l'Emprunteur.

REPUBLIQUE DU SENEGAL

[Nom du Représentant autorisé]
[Titre]

FONDS INTERNATIONAL DE
DEVELOPPEMENT AGRICOLE

Kanayo F. Nwanze
Président

Annexe 1

Description du Projet et Dispositions relatives à l'exécution

I. Description du Projet

1. *Zones du Projet.* Le Projet interviendra dans cinq (5) régions à cheval sur deux grandes zones agro-écologiques à fort potentiel de développement, i) le Bassin arachidier Centre et Nord – zone d'intervention actuelle du PAFA – couvrant les régions de Kaolack, Fatick, Kaffrine et Diourbel; et ii) la région agro-pastorale de Louga.

2. *Populations cibles.* Le Projet ciblera principalement les petites exploitations familiales, agricoles et d'élevage, ainsi que les organisations des producteurs agricoles (OPA) et les organisations professionnelles des éleveurs (OPE). Une attention particulière sera portée à l'inclusion des ménages les plus vulnérables, des jeunes des deux sexes ainsi que des femmes et de leurs organisations. Le Projet ciblera également d'autres acteurs économiques, en l'occurrence les micro et petites entreprises rurales (MPER) de services prioritairement pilotées par les jeunes, en amont et en aval des filières retenues; les opérateurs de marché (OM), ainsi que les structures publiques et privées qui délivrent les produits et les services nécessaires au développement des filières ciblées.

3. *Finalité.* L'objectif général du Projet est de contribuer à l'amélioration durable des moyens d'existence des exploitations familiales du Bassin arachidier Centre et Nord et de la Zone sylvo-pastorale Ouest, à travers leur insertion dans des filières profitables et diversifiées, par la densification des activités du PAFA, la consolidation, la réplication et la mise à échelle, dans la zone actuelle de son intervention pour atteindre un plus grand nombre de bénéficiaires.

4. *Objectifs.* L'objectif spécifique du Projet est d'améliorer durablement la sécurité alimentaire, les revenus des petits producteurs (agriculteurs et éleveurs) et de créer des emplois durables pour les ruraux, en particulier les jeunes des deux sexes et les femmes.

5. *Composantes.* Les activités du Projet sont structurées autour des composantes suivantes:

Composante 1 - Diversification agricole et accès au marché

Les interventions du Projet porteront sur la facilitation de l'accès des petits producteurs agricoles et des éleveurs aux facteurs de production, aux innovations technologiques et au financement; aux infrastructures de production et de mise en marché et à l'appui-conseil agricole. Les activités de la composante sont organisées autour de deux résultats.

a) Amélioration de la production et de la productivité agricoles. L'utilisation d'intrants agricoles de qualité (semences certifiées, engrais en quantités raisonnables et aliments de bétail) à temps et les services et conseils agricoles adaptés, devraient améliorer la productivité et la production des filières sélectionnées;

b) Amélioration de l'écoulement des produits à des prix rémunérateurs. Grâce au désenclavement des zones de production, à la construction des magasins de stockage et à la promotion de la mise en marché à travers des accords contractuels durables entre organisations professionnelles (OP) et OM.

Composante 2 - Développement et structuration des filières

Le but visé par la composante est le renforcement institutionnel des acteurs qui devront assumer progressivement l'internalisation des services aux membres. Les OP seront au centre du dispositif d'appui du PAFA-E. En conséquence, les actions de la composante seront basées sur la demande des OP présentée sous forme de plans d'action filières.

Les résultats attendus sont:

- a) Les acteurs sont capables de fournir des services de qualité à leurs membres sur la base des plans d'action filières;
- b) Les organisations interprofessionnelles par filière sont capables de mettre en œuvre des actions susceptibles de résoudre les contraintes identifiées au sein de la filière; elles participent au dialogue sur les politiques et formulent des recommandations.

Composante 3 - Gestion des savoirs, coordination et suivi-évaluation

3.1. *Coordination.* La coordination du Projet sera assurée par l'Unité de coordination du projet (UCP) du PAFA à laquelle le gouvernement a accordé l'autonomie de gestion administrative et financière. L'UCP assurera la maîtrise d'ouvrage déléguée conformément à la législation nationale. Le personnel de l'UCP sera complété par un spécialiste chargé des filières animales, un spécialiste chargé de l'appui à la professionnalisation des acteurs, un responsable des sous-projets et un comptable. Deux antennes légères seront installées à Louga et à Kaffrine, elles seront dirigées chacune par un chef d'antenne assisté d'un responsable des sous-projets, d'un secrétaire comptable et du personnel d'appui. Des équipements complémentaires tels que véhicules 4x4, ordinateurs et matériel de bureautique, nécessaires au bon fonctionnement de l'UCP seront acquis par le Projet.

3.2. *Gestion des savoirs.* Le Projet soutiendra la migration du dispositif de gestion des savoirs du PAFA en système global de collecte et la diffusion d'informations utiles aux acteurs des filières aux niveaux local, régional et national, ainsi que la capitalisation des activités et méthodes mises en œuvre par les projets du FIDA. À terme, les systèmes de gestion des savoirs du PAFA/PAFA-E et du Programme d'appui au développement agricole et à l'entrepreneuriat rural (PADAER) évolueront vers un système unique dans l'optique Programme-Pays, avec deux pôles de gestion articulés aux deux unités de coordination. À cet effet, des manuels de formation, des guides de bonnes pratiques, des fiches techniques, des posters, des vidéos, des émissions radio et télé seront produits et diffusés, des visites d'échanges organisées.

II. Dispositions relatives à l'exécution

A. ORGANISATION ET GESTION DU PROJET

1. Agent principal du projet

Le Ministère chargé de l'agriculture de l'Emprunteur, en sa qualité d'Agent principal du projet, assume l'entière responsabilité de l'exécution du Projet.

2. Comité de pilotage

2.1. *Établissement.* Le pilotage du Projet sera assuré par le Comité de pilotage (CP) élargi du PAFA.

2.2. *Composition.* La composition du CP du PAFA sera élargie pour inclure les OPE.

2.3. *Responsabilités.* Le CP sera l'organe d'orientation, d'approbation du programme de travail et budget annuel (PTBA) et de suivi du Projet. La présidence du CP sera assurée par le Ministère en charge de l'agriculture et la vice-présidence par le Ministère en charge de l'élevage. L'UCP assurera le secrétariat du CP. Le mandat de ce comité sera élargi au PAFA-E dans le sens d'une rationalisation institutionnelle. Le CP s'appuiera sur le Comité technique.

3. *Unité de coordination du projet*

3.1. *Établissement.* La coordination du PAFA-E sera assurée l'UCP actuelle du PAFA. Deux antennes seront installées à Louga et à Kaffrine pour assurer le suivi de proximité des activités avec les bénéficiaires.

3.2. *Responsabilités.* L'UCP aura un rôle de coordination, d'élaboration de la stratégie générale, de la gestion financière, de la passation des marchés, du suivi-évaluation de la gestion et du partage des savoirs. Les antennes assureront le suivi rapproché des activités des partenaires et prestataires de services dans les régions. L'UCP, en liaison avec les antennes sera responsable de la coordination des interventions du Projet, de la gestion efficace et transparente des ressources du Projet, de la facilitation du partage de l'information et de la collaboration entre les acteurs.

3.3. *Composition.* L'UCP comprendra du personnel additionnel soit par un spécialiste chargé des filières animales, un spécialiste chargé de l'appui à la professionnalisation des acteurs, un responsable des sous-projets et un comptable. Deux antennes légères seront installées à Louga et à Kaffrine, elles seront dirigées chacune par un chef d'antenne assisté d'un responsable des sous-projets, d'un secrétaire comptable et du personnel d'appui.

B. MISE EN ŒUVRE DU PROJET ET PARTENARIATS

L'exécution du Projet se réalisera avec l'appui des services techniques centraux et déconcentrés des Ministères concernés, des Chambres Consulaires, des OP, des ONG et des Agences publiques d'exécution.

Annexe 2

Tableau d'affectation des fonds

1. *Affectation du produit du prêt FIDA.* a) Le tableau ci-dessous indique les catégories de dépenses admissibles à un financement sur le produit du prêt FIDA ainsi que le montant du prêt FIDA affecté à chaque catégorie et la répartition en pourcentage des dépenses à financer pour chacun des postes des différentes catégories:

Catégorie	Montant du prêt affecté (Exprimé en DTS)	% des dépenses autorisées à financer hors contribution des bénéficiaires
I. Équipements et véhicules	290 000	100% HT
II. Appui technique, formation et études	2 470 000	100% HT
III. Conventions et prestations de services	1 900 000	100% HT
IV. Fonds pour les sous-projets	3 710 000	80%
V. Coûts de fonctionnement		
a) Salaires et indemnités	3 270 000	100%
b) Entretien et fonctionnement	820 000	100% HT
VI. Génie civil et rural (à l'exception des activités énumérées au paragraphe 1 c))	4 950 000	100% HT
VII. Appui aux sous-projets (Formations)	2 930 000	100% HT
Non alloué	2 260 000	
<u>TOTAL</u>	22 600 000	

b) Les dépenses de formation relatives à la catégorie II excluent les dépenses de formation pour les sous-projets.

c) Les dépenses de génie civil et rural relatives à la catégorie VI, imputées sur le financement FIDA et spécifiées dans le tableau ci-dessus, excluent les dépenses concernant:

- i) l'exécution des travaux d'aménagements et les équipements connexes (région de Kaffrine);
- ii) les ouvrages de mobilisation d'eau, les équipements d'exhaure, les aménagements et équipements à la parcelle liés aux petits sites maraîchers;

- iii) l'adduction d'eau, l'aménagement des mares pastorales, les parcs de vaccination ovins/bovins, les pare-feux, les magasins d'aliments de bétail relatifs aux unités pastorales;
- iv) les magasins de collecte primaire, les magasins de stockage et conditionnement des produits, liés aux infrastructures d'appui à la mise en marché; et
- v) la réhabilitation de postes vétérinaires et de la Direction régionale du développement rural (DRDR)/Service départemental du développement rural (SDDR).

2. *Coûts de démarrage.* Les retraits effectués afin de couvrir les coûts de démarrage encourus avant la satisfaction des conditions générales préalables aux retraits ne doivent pas dépasser un montant total équivalent à 130 000 000 FCFA pour des dépenses relevant des catégories III, V b) et VI.

Annexe 3

Clauses particulières

Conformément aux dispositions de la Section 12.01 a) xxiii) des Conditions générales, le Fonds peut suspendre, après mise en demeure, en totalité ou en partie, le droit de l’Emprunteur de solliciter des retraits du Compte de prêt FIDA si l’Emprunteur n’a pas respecté l’une quelconque des clauses énoncées ci-dessous, et si le FIDA a établi que ladite défaillance a eu, ou risque d’avoir, un effet préjudiciable important sur le Projet:

1. *Suivi et Évaluation.* Le PAFA-E développera un système de suivi-évaluation axé sur les résultats. Pour ce faire, il complétera et actualisera le système du PAFA. Ce système de suivi-évaluation sera conforme aux exigences de l’Emprunteur et du FIDA et sera utilisé comme un outil d’aide à la prise de décisions aux différents niveaux d’exécution du Projet. Le Manuel de suivi-évaluation du PAFA sera amendé dans les six mois suivant l’entrée en vigueur du PAFA-E, pour prendre en compte les nouvelles activités et les nouvelles zones. Le Projet assistera le Ministère de l’élevage et des productions animales (MEPA) et le Ministère de l’agriculture et de l’équipement rural (MAER) afin d’améliorer et consolider leurs systèmes de suivi-évaluation de leurs sous-secteurs respectifs. Une articulation avec les systèmes régionaux existants sera recherchée. Le système appuiera également le MAER, le MEPA et le Ministère de l’économie et des finances pour leur permettre d’assurer le suivi du Projet sur la base de termes de référence précis. Des ressources financières seront consacrées à ce suivi.
2. Le Manuel d’exécution du PAFA sera amendé dans les six mois suivant l’entrée en vigueur du PAFA-E.
3. *Recrutement.* La sélection du personnel du Projet se fera par voie d’appel à candidatures publié dans la presse nationale, selon les procédures actuelles de l’Emprunteur, et sur la base de contrats dont la durée ne pourra excéder la durée du Projet. Le recrutement du personnel additionnel et, le cas échéant, la décision de rompre leur contrat, seront décidés après avis de non objection du FIDA. Le personnel du Projet sera soumis à des évaluations de performances organisées annuellement. Il pourra être mis fin à leur contrat en fonction des résultats de ces évaluations.
4. *Égalité.* Toute discrimination fondée sur le sexe, l’âge (à l’exception de l’âge limite d’activité), l’appartenance ethnique ou religieuse ne sera pas admissible lors du recrutement du personnel du Projet, conformément aux lois en vigueur sur le territoire de l’Emprunteur. Cependant, l’Emprunteur s’engage, à compétence égale, à privilégier les candidatures féminines, notamment aux emplois de cadres à pourvoir dans le cadre du Projet.

Logical framework

Descriptive summary	Objectively verifiable indicators (* = RIMS indicator)	Sources of information	Assumptions/ Risks
1. Project objective			
To contribute to a sustainable improvement in the livelihoods of family farms in the central and northern groundnut basin and the western silvopastoral zone	<ul style="list-style-type: none"> - Prevalence of chronic malnutrition among children of less than 5 years has fallen from x% to y%^{*3} * - The asset accumulation index has increased by at least 5% for 50% of target households* - The length of the lean period has decreased from x% to y% in the project zone*.* 	<ul style="list-style-type: none"> - SNDES - M&E of the PNIA, the PNDE, CSD - National statistics and baseline surveys 	
2. Specific objective			
To sustainably improve the food security and income of smallholders, both farmers and herders, and create sustainable jobs for rural inhabitants, especially young people and women	<ul style="list-style-type: none"> - 25 000 rural households, i.e. 250 000 people (men and women), have been directly affected by the project* - At least 300 jobs have been created by MSREs, 75% of which (225) are for young people (men and women) - The value of the additional production of targeted households from project-supported activities has increased by at least 15% 	<ul style="list-style-type: none"> - Report baseline situation surveys - Mid-term evaluation report (impact studies) - Project completion evaluation report - Production statistics (Directorate of Analysis, Forecasting and Synthesis/Ministry of Agriculture and Rural Equipment and Directorate of Livestock and Animal Production/Ministry of the Environment and Sustainable Development) 	<p>Climatic and market conditions are favourable.</p> <p>Political environment is propitious for the empowerment of producers' organizations.</p>

³The initial rate (x) will be known from the baseline survey to be carried out at the start of the project and the final rate (y) will be known after the second survey, which will be carried out at the end of the project.

3. Outcomes			
Component 1- Development and structuring of value chains, and professionalization of stakeholders			
<i>Output 1:</i> Producers' organizations provide good-quality socio-economic services to their members on a sustainable basis	<ul style="list-style-type: none"> - 50% of producers' organizations supported by the project offer support services to their members to the latter's satisfaction* - At least 25% of level-1 producers' organizations have reached the next operational empowerment stage (level 2) - At least 20% of level-2 producers' organizations have reached the next operational empowerment stage (level 3) 	<ul style="list-style-type: none"> - Report on appraisal, characterization and monitoring of farmers' organizations - Producers' organizations' self-evaluation report 	Producers' organizations take account of the concerns and interests of small-scale producers, especially women and young people.
<i>Output 2:</i> Value chain actors identify and together implement actions that should resolve constraints identified within the chain, and participate in policy dialogue, formulating recommendations.	<ul style="list-style-type: none"> - 25% of producers' organizations represent small-scale producers, women and young people in dialogue structures and the decision-making bodies of value chain boards* - 10 Strategic development plans and 42 action plans (business plans) per value chain developed, implemented, monitored and evaluated - 5 recommendations coming from the discussions of value chain boards presented for discussion at the national level 	<ul style="list-style-type: none"> - Reports - Surveys 	Interprofessional organizations take account of the concerns and interests of producers and their organizations and other value chain actors.
Component 2 – Agricultural diversification and market access			
<i>Output 3:</i> The productivity and production of targeted value chains is sustainably improved.	<ul style="list-style-type: none"> - Yields of targeted crops have increased by at least 50% for 50% of newly supported producers** - At least 75 000 households (30%) are able to satisfy their annual requirements for agricultural and livestock inputs - At least 87 500 targeted households (35%) have adopted at least one advised technology (by gender and age group*) - At least 62 500 households (25%) have access to seasonal loans and investment loans 	<p>Surveys, reports</p> <p>Reports of the National Rural and Agricultural Advisory Agency, livestock services and service providers; project activity reports, project M&E report, mid-term review</p>	<p>The national market is regularly supplied with improved seed.</p> <p>Financial products from banks and the IMF are appropriate to the needs and capacities of small-scale producers.</p>
Component 3 – Knowledge management, coordination and monitoring and evaluation			
<i>Output 4:</i> Producers' organizations market a larger – and better quality – proportion of their production within the framework of sustainable and mutually advantageous contractual agreements with market operators.	<ul style="list-style-type: none"> - At least 75% of producers' organizations have increased the proportion of their production marketed by 30%* - 75% of producers' organization/market operator partnerships have been operational for at least 3 years 	<p>Surveys</p> <p>Mission and activity reports</p>	Contractual commitments are honoured.