

AFRICA LEAD II PROGRAM REVIEW

SENEGAL – KEY FINDINGS

Introduction and Methodology

Africa Lead's program review presents important findings and recommendations from the Senegal program and its partners. Fieldwork for the program review was carried out from 16 – 31 March 2017 in Dakar, Senegal. The program review process involved key informant interviews (KIIs) and small group discussions (SGDs) with the following beneficiary institutions:

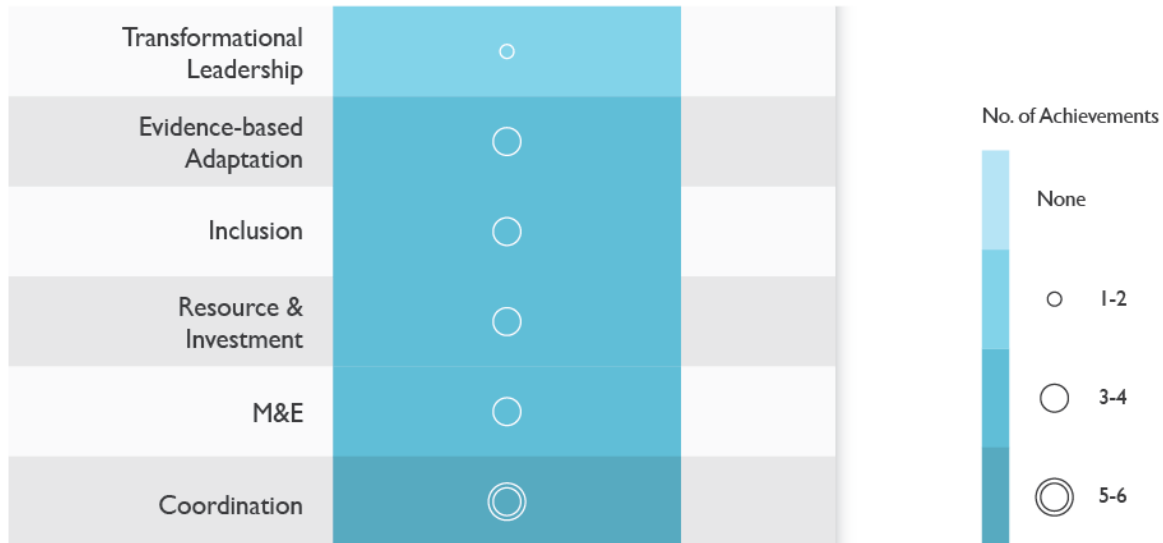
- Agence Chargée de la Promotion des Investissements et des Grands Travaux (APIX)
- Bureau Operationnel de Suivi (BOS) du Plan Sénégal Emergent
- Cellule de Lutte Contre la Malnutrition (CLM) - a state agency attached to the Prime Minister's office that is responsible for monitoring, evaluating, and coordinating around Senegal's new Politique Nationale de Développement de la Nutrition (PNDN) developed in 2015.
- Ministry of Agriculture (MoA)'s Direction de l'Analyse de la Prévision et des Statistiques Agricoles (DAPSA)
- Ministry of Economy, Finance and Planning (MEFP)'s Direction d'Appui au Secteur Privé - Department for Private Sector Support (DASP)
- Université Cheikh Anta Diop's Higher Institute of Agriculture and Entrepreneurship

One focus group discussion was also carried out with leaders from the Agricultural Non-State Actor (NSA) Network/Comprehensive Africa Agriculture Development Programme (CAADP) NSA Coalition (CNC) Platform.

Examples of Significant Achievements Influenced by Africa Lead

The Senegal program beneficiaries detailed 8 significant achievements influenced by Africa Lead. The graphic below characterizes these achievements into thematic areas of focus, counting the frequency with which each of the six themes of agricultural transformation are cited within the achievement examples. Detailed definitions as well as findings and recommendations for each of the six themes can be found in the accompanying summary booklet.

SENEGAL



Benchmarking Performance for Agricultural Transformation (BPAT)

Africa Lead’s key partners in the Senegal program carried out a self-assessment, and mapped their performance against five of the six agricultural transformation themes in the BPAT tool. The BPAT tool allows organizations to rate themselves a score out of 5. A score of “1” is given to an organization that is performing insufficiently in a certain area. In contrast, a score of “5” is given to organizations whose performance is in accordance with best practices at the top international level. The BPAT tool also asks partners to provide evidence and examples of change to substantiate their scores. The following sections present a summary of the most significant changes presented by each partner.

THEME	ORGANIZATION			
	APIX	BOS	CLM	DAPSA
Inclusivity	4.00	3.00	4.00	4.00
Coordination	3.00	3.00	3.00	4.00
M&E	3.00	3.00	4.00	3.00
Evidence-based Planning	3.00	3.00	4.00	3.00
Resource & Investment	3.00	3.00	3.00	4.00
	DASP	MinnComm	NSA Network	
Inclusivity	4.00	4.00	3.00	
Coordination	3.00	4.00	3.00	
M&E	4.00	1.00	3.00	
Evidence-based Planning	4.00	3.00	3.00	
Resource & Investment	3.00	3.00	2.00	

Most Significant Changes

Agence Chargée de la Promotion des Investissements et des Grands Travaux / Investment Promotion Agency (APIX)

APIX is a state agency responsible for advising potential investors on the investment environment in Senegal, especially in the field of legislation, tax code, land and infrastructure.

Most Significant Changes

- Africa Lead supported APIX to develop a regional-based investment assistance platform, conduct workshops with stakeholders, establish an investment facilitation office, and raise awareness.

- With Africa Lead support, APIX developed a new regionally-based platform that serves two main purposes. First, the platform provides support to investors and commercial actors looking to conduct business in the region. Secondly, the platform promotes public-private dialogue to identify investment opportunities and address constraints.
- As the St. Louis region is responsible for 30 percent of the country's cereal production and 60 percent of its rice production, a focused effort on investing in this region could have a significant impact on the agricultural sector.
- According to the APIX Director of Investments, other donors have expressed interest in replicating the platform in different regions to bring investment facilitation services closer to rural populations, and to help drive the economy in these areas.
- Decentralizing APIX's services and making them accessible to more rural, agricultural-based enterprises is a significant step in promoting agriculture investment, advocacy, dialogue, and coordination, and responding to the needs of vulnerable populations.

Bureau Operationnel de Suivi (BOS) du Plan Sénégal Emergent / Plan for Emerging Senegal (PSE)

BOS is charged with the responsibility to monitor the government's implementation of the PSE. Overseen by a Minister, BOS is divided into monitoring units dedicated to each of the PSE's key projects and reforms.

Most Significant Changes

- Since its inception, BOS has significantly improved its M&E capacity through workshops, training, and ongoing support provided by Africa Lead.
- The Africa Lead M&E training enabled BOS to develop and monitor specific and operational indicators for each PSE activity under implementation.
- A significant output of the Africa Lead training was a road map for each of the 17 key projects and reforms. Each project leader now has the tools to monitor their respective initiative's progress in real-time, as well as provide weekly progress reports to leadership staff.
- Key informants at BOS reported that the M&E tools developed with Africa Lead's support expedited progress by providing performance data against agreed-upon indicators and milestones.
- According to several key informants at BOS, the ministries "monitor their performance against the PSE targets and milestones, and are now more accountable to the President." If set targets are not met, the responsible ministry is required to provide a justification, and propose a solution to meet the target by the next reporting period.

Ministry of Agriculture (MoA)'s Direction de l'Analyse de la Prévision et des Statistiques Agricoles (DAPSA)

DAPSA is a unit within the MoA that is responsible for collecting, analysing, and sharing data relevant to the agricultural sector. It also serves as the Comprehensive Africa Agriculture Development Programme (CAADP) focal point for the MoA.

Before receiving Africa Lead support, the MoA was having difficulty in planning and organizing a Joint Sector Review (JSR), which is one of the department's roles as the CAADP focal point.

Most Significant Changes

- With technical assistance and support from Africa Lead, DAPSA held a JSR in 2015 with more than 300 attendees from across all stakeholder groups.
- In 2016, the government held a second JSR. The head of DAPSA noted that Senegal is among one of the few countries that have held JSRs two years in a row.
- Due to Africa Lead's capacity building of DAPSA, several key informants noted increased buy-in and ownership around the JSR process.
- The government is now including JSRs in its work plan and as part of its annual budgeting, which is an important step toward institutionalizing this review process, and improving agricultural policies and programs.
- Key informants at DAPSA noted that their work is contributing to improvements in evidence-based analysis and learning, as their data now informs the government's assessment of food security-related progress and challenges.
- Africa Lead helped DAPSA establish the Groupe de Dialogue Politique/Policy Dialogue Group (GDP) platform to engage civil society and producer groups, and to better monitor and oversee policy during the JSR and National Agriculture Investment Policy (NAIP) review process. This group, coordinated by the National Council for Consultation and Cooperation of Rural People (CNCR), is already starting to meet and prepare their contributions to NAIP 2.0. The GDP supports inclusive dialogue and consultation to strengthen development of the NAIP 2.0, ensuring that it responds to government priorities as well as the needs, opportunities, and feedback from relevant NSAs.

Ministry of Economy, Finance and Planning (MEFP)'s Direction d'Appui au Secteur Privé / Department for Private Sector Support (DASP)

As the department in charge of facilitating coordination, alignment, and information-sharing with the private sector, DASP plays a key role in providing the data and evidence to inform the ministry's decisions around private sector competitiveness, the business environment, and public-private partnerships (PPP).

Africa Lead is working with DASP staff to improve their monitoring and evaluation (M&E) skills, enhance team productivity, and strengthen the quality of their reporting and planning activities. In order to develop the necessary skills to collaborate effectively, DASP also received further assistance through a five-day team-building workshop facilitated by Africa Lead.

Most Significant Changes

- After receiving M&E training, DASP department heads reported that they immediately incorporated their newfound skills to support annual planning, and quarterly and annual reporting for their respective departments.

- Alignment in structure and content related to M&E reporting enabled DASP to effectively prepare for its quarterly and annual reporting for MEFP.
- One director shared his experience in a DASP work planning exercise one week after the Africa Lead training: "When I received the proposals from the team, it was like a lightbulb had gone off. Each person's proposal was highly pertinent, and clearly reflected a concept or technique articulated in the M&E training."
- During the development of the division-level annual plans, department leadership noticed significant improvements in comparison to previous years. This is because the plans included clearly defined activities, indicators, roles, responsibilities, and deadlines.
- The team-building workshop proved to be an excellent intervention to improve the productivity of the department, since team members exhibited a combination of experience levels, and had little familiarity with each other. According to several key informants at DASP, a major impact of the team-building exercise was that it improved communication and interactions between individuals and departments.
- Participants noted that the Africa Lead workshop served to clarify the department's vision, mission, roles, and responsibilities, while allowing them get to know each other on a more personal level. This work strengthened interpersonal dynamics and relationships, and laid the foundation for effective team cooperation and collaboration.

Universite Cheikh Anta Diop's Higher Institute of Agriculture and Entrepreneurship

Most Significant Changes

- The Higher Institute of Agriculture and Entrepreneurship (ISAE) is a newly established institute at the Universite Cheikh Anta Diop (UCAD), one of West Africa's premier universities based in Dakar. With Africa Lead's support, the institute is equipping young leaders to drive innovation and growth in the agricultural sector through a new, interdisciplinary curriculum that incorporates Africa Lead's Champions for Change (C4C) modules.
- The modules cover training and education on CAADP, national agriculture policy and food security, leadership, and change management. The institutionalization of C4C modules into a post-secondary agribusiness program establishes a potentially powerful mechanism to help recruit the next generation of agricultural leaders.
- In 2016, Africa Lead signed an MOU with UCAD/ISAE. The result was the adaptation of Africa Lead's C4C module into courses that are part of a new professional license offered by UCAD/ISAE. The license is obtained through a one-year program, and is open to students who have completed two years of undergraduate studies. Three of the 11 courses are adaptations of Africa Lead C4C modules. The program launched in 2017, with the first class graduating in 2018.

Key Findings

- 1. Quality M&E data and systems can serve as a catalyst for adaptive management.** As seen in the case of BOS, the President and Cabinet were able to adjust their management of the PSE based on monitoring data provided by a weekly dashboard in real-time. Also, DAPSA is making use of the agriculture performance data generated by the JSR process from both inside and outside the government. There is evidence to suggest that the JSR is now a useful platform to generate feedback and strengthen governmental activity planning.
- 2. An improved and effective M&E system for the PSE results in mindset change and improved accountability.** The establishment of BOS was important because it demonstrated the political will to have a strong M&E mechanism in place for the PSE. It also served as an important leverage point for Africa Lead, as the project could more easily facilitate capacity building and training to a team well-positioned for impact and influence on PSE implementation.
- 3. Brief, informal needs assessments can be an efficient way to design support.** The Africa Lead team, in collaboration with the USAID/Senegal mission, identified specific areas of support based on the critical problems that partner organizations voiced. Rather than exhaustively examining capacity constraints of each organization, the project designed activities to address critical issues presented by each partner. When all partners and stakeholders have reached a consensus, this approach can be just as effective and more time efficient than other more comprehensive instructional capacity assessments.
- 4. Governments must convene JSRs regularly, and utilize the feedback as input to improve NAIP formulation and implementation.** In Senegal, the GDP represents NSA and provides feedback to the government to strengthen development of the NAIP 2.0, prepare groups for JSRs, and ensure that follow-up actions are taken. As a result, the findings from the program review demonstrate that Senegal's JSR process is helping to drive adaptive management, and that the government is including the process in its work plan for the third consecutive year.
- 5. Government staff must have the capacity, incentives, and flexibility to learn and adapt from evidence, as well as the program design skills to develop policies and programs that best conform to the evidence.** In Senegal, the JSR is providing valuable feedback to the government. According to DAPSA, this is contributing to improvements in evidence-based analysis and learning, as their data now informs the government's assessment of food security-related progress and challenges.
- 6. Team building is an important entry point for young organizations and can build trust with the project.** Many of Africa Lead's partners in Senegal are new organizations, with staff coming from different backgrounds and organizations. These organizations expressed the need to create a cohesive team, with a sense of purpose and belonging. In response, Africa Lead designed and delivered several "team-building and visioning" workshops. Similar to C4C training,

these workshops proved to be valuable introductory activities with partners, demonstrating Africa Lead's commitment to making them stronger organizations, and building trust in the project as a neutral and knowledgeable facilitator.

Drivers of Transformational Change in Senegal

1. **Favorable timing.** The groundwork for Africa Lead's effective engagement with UCAD was put in place through the USAID/UCAD partnership, which helped to establish the ISAE. Africa Lead's support was well timed, as ISAE was defining and developing the curriculum for their program. While UCAD recognized that leadership was important, the content and training materials Africa Lead provided were easily integrated. Furthermore, this co-creation process energized and engaged the leadership team at ISAE.
2. **Young organizations recognize the need for assistance and are open and eager to engage.** Young organizations are more receptive to training and technical assistance. For example, the fact that BOS was in its infancy stage may also have been an advantage, and helped to explain their receptivity to Africa Lead's M&E training. This same theme of receptivity and openness was also evident with APIX, DASP, and the Cellule de Lutte contre la Malnutrition.
3. **Individual leadership transformation at the top can lead to significant impact.** The reform-minded push from the Senegalese President to implement and monitor the PSE has led to a change in intergovernmental coordination.