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SENEGAL COUNTRY DEVELOPMENT COOPERATION STRATEGY 2012-2016

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ACRONYMS

Abbreviations and acronyms have been kept to a minimum in the text of this document. Where abbreviations or acronyms have been used, they are accompanied by their full expression the first time they appear, unless they are commonly used and generally understood abbreviations such as NGO, kg., etc. However, in order to facilitate understanding of the acronyms used, a complete list is included here.

ADB:	African Development Bank
AFD:	French Development Agency
AIDS:	Acquired Immuno-Deficiency Syndrome
ANSD:	National Agency for Statistics and Demography
ASP:	Alternate Service Provider
CAADP:	Comprehensive Africa Agriculture Development Programme
CDC:	Centers for Disease Control and Prevention
CDCS:	Country Development Cooperation Strategy
CIDA:	Canadian International Development Agency
CIP:	Country Investment Plan for Agriculture
DAPS:	Directorate of Analysis, Forecasting and Statistics
DCA:	Development Credit Authority
DG:	Democracy and Governance
DHAPP:	Department of Defense HIV/AIDS Prevention Program
DHS:	Demographic and Health Survey
DLI:	Development Leadership Initiative
DO:	Development Objective
DPEE:	Forecasting and Economic Studies Directorate
DPES:	Political, Economic, and Social Document
ECOWAS:	Economic Community of West African States
EROS:	Earth Resources Observation Systems
FSN:	Foreign Service National
FTF:	Feed the Future
GCC:	Global Climate Change
GDP:	Gross Domestic Product
GHI:	Global Health Initiative
GOS:	Government of Senegal
HDI:	Human Development Index
HIV:	Human Immuno-deficiency Virus
HMIS:	Health Management Information System
HSS:	Health System Strengthening
ICASS:	International Cooperative Administrative Support Services
IMF:	International Monetary Fund
IR:	Intermediate Result
JICA:	Japan International Cooperation Agency
LCD:	Local Capacity Development
M&E:	Monitoring and Evaluation
MDG:	Millennium Development Goal
MCC:	Millennium Challenge Corporation
MOH:	Ministry of Health

NEC:	New Embassy Compound
NGO:	Non-Governmental Organization
OE:	Operating Expense
PBF:	Performance-Based Financing
PEPFAR:	President's Emergency Plan for AIDS Relief
PMI:	President's Malaria Initiative
PMP:	Performance Management Plans
PNDS:	Senegal Health Development Plan
PPR:	Performance Plan and Report
ReSAKSS:	Regional Strategic Analysis and Knowledge Support System
TB:	Tuberculosis
UN:	United Nations
USAID:	United States Agency for International Development
USDA:	United States Department of Agriculture
USDH:	U.S. Direct Hire
USG:	United States Government
USGS:	United States Geological Survey
WFP:	World Food Programme

1. DEVELOPMENT CONTEXT, CHALLENGES AND OPPORTUNITIES

Senegal has a long and uninterrupted history of stability since its independence in 1960. Léopold Sédar Senghor, the country's first president, promoted state-led nation-building, a vision that continues to influence the Government of Senegal (GOS). Since independence, Senegal's governments have devoted considerable resources to the social sectors. Education accounts for 40 percent of Senegal's operating budget which has led to significant increases in primary school enrollment over the past ten years. Substantial improvements have also been made in the health sector over the previous decades, including decreased infant mortality¹ and reduced maternal mortality².

Senegal has also evolved in the political spectrum: though starting as a highly centralized one-party state, the country is now firmly entrenched in multi-party rule and counts around 150 political parties³. A large and vocal civil society, coupled with a politically-engaged citizenry, promotes GOS accountability to its constituency. The press is generally considered to be free and there is a national Press Code that outlines the rights of journalists. In 2000, Senegalese citizens exerted their political might and ushered in a new era of the country's political history. Abdoulaye Wade's ascendancy to the presidency not only unseated the reigning Socialist Party, which had governed the country since independence, but also heralded greater market liberalism and diversified partnerships with non-OECD countries such as Brazil and India. President Wade and his administration have subsequently been criticized for failing to further strengthen Senegal's democratic institutions, and a strong and active civil society is struggling to hold the political elite accountable.

Senegal is a stable country in an unstable West African region and its evolution during the last ten years coincided with major conflicts in the region, prompting many private companies and international organizations to move their operations to Dakar. As a result, a strong tertiary sector of services developed that spurred Senegal's growth. Nevertheless, unemployment and underemployment increased markedly⁴. Rising urban migration continues to widen inequities with rural areas, particularly between Dakar and the rest of the country. This dynamic has led to a growing urban, non-formal sector which is primarily composed of women and youth.

¹ 86/1,000 in 1986 compared to 61/1,000 in 2005

² 510/100,000 in 1992 compared to 401/100,000 in 2005

³ Hartman, Christof. Senegal's party system: the limits of formal regulation. *Democratization*. 2010, Pages 769 – 786.

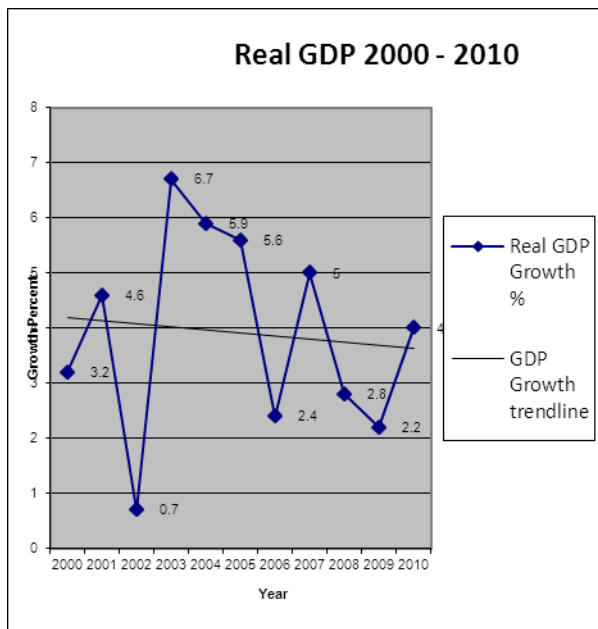
⁴ A 2010 study by the Forecasting and Economic Studies Directorate (DPEE) indicates that GOS arrears contributed to the economic slowdown, leading to increased unemployment (La Direction de la Prévision et des Etudes Economiques (DPEE), "Situation Economique et Financiere en 2010 et Perspectives en 2011", Ministry De L'economie et des Finance, 2010).

Unequal access to social services remains a stumbling block to the attainment of Millennium Development Goals. Despite near universal primary school enrollment, illiteracy remains high and a low percent of children complete basic education. Similarly, access to quality health care services is still a challenge for many Senegalese in rural and peri-urban areas. The degradation of the natural resources base, aggravated by the effects of climate change, is also among the country's key challenges. The energy sector, burdened by aging equipment, has been unable to keep up with the increased demand. The Casamance conflict in southern Senegal has festered for close to 30 years. These internal pressures coupled with an erosion of good governance practices, a re-centralization of power and a growing perception of corruption among politicians by constituents gives the appearance that Senegal's commitment to strong democratic governance is flagging. In spite of these challenges, Senegal remains eligible for its Millennium Challenge Compact (MCC) and all ruling justly indicators remain above the median on their recently updated scorecard. In addition, voters democratically expressed their frustrations during the 2009 local elections by transferring authority of the majority of local governments to *Benno Siggil Senegal*, a coalition of more than forty opposition parties.

Economic situation

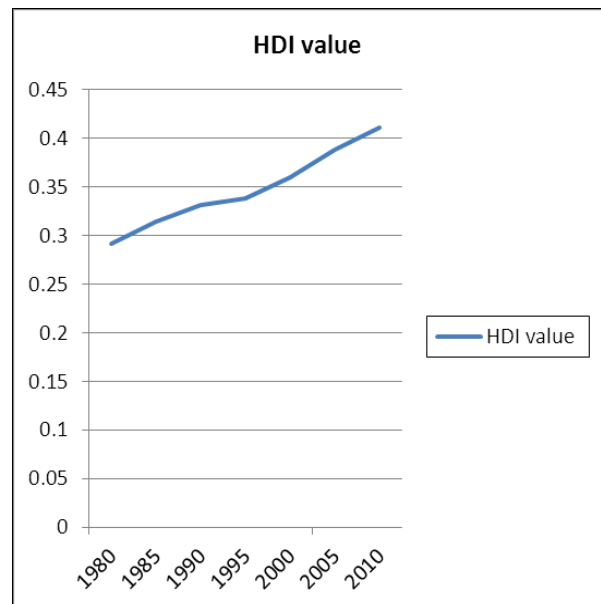
Despite the decline in average real GDP growth over the last ten years (see Figure 1), per capita wealth has increased, leading the World Bank to elevate Senegal to lower middle income status in 2010. Senegal's overall productivity has remained low over the last decade, resulting in stagnating economic growth and unchanged levels of poverty. Despite a rising Human Development Index (HDI), approximately 34 percent of Senegal's population lives on less than \$1.25/day (see Figure 2). Expectations of growth have been tempered since the GOS's presentation of its 2006-2010 Poverty Reduction Strategy Paper at the Consultative Group meeting in 2007: initial projections of GDP growth rates of 7 or 8 percent per year faded with the onslaught of the 2008 global economic crisis.

Figure 1: Senegal real GDP growth and linear trend (2000 - 2010)



Source: Country Statistics, International Monetary Fund database: www.imf.org

Figure 2: Changes to Senegal's human development index



Source: Human Development Report, UNDP database: www.undp.org

The GOS is actively seeking private investment and has instituted reforms in an effort to attract more businesses to Senegal. While the GOS has been implementing an ambitious program of infrastructure building and rehabilitation, more control and prioritization of public expenditures are needed to complete this program without further increasing the fiscal deficit beyond the target figures agreed-upon with the International Monetary Fund (IMF). In Senegal, the effects of the global economic crisis were marked by a contraction in private investment, a decline in tourism⁵ and a reduction in remittances from Senegalese migrants⁶. Telecommunications services and construction activities, which were the engines of growth before the crisis, experienced significant decreases (see Figure 3). Furthermore, a 2010 study by the Forecasting and Economic Studies Directorate (DPEE) indicated that GOS arrears contributed to the economic slowdown as they increased fears about the financial capacity of the state to meet its future commitments⁷. The country's priority challenge is the shortage of electricity. Senegal depends on oil-generated plants for 90 percent of its electricity. Frequent power cuts led to a 1.4 percent decrease in GDP growth in 2010. The GOS has responded by increasing investments in infrastructure; however, the ensuing decreases in the health and education sectors have been an unfortunate trade off due the finite resources at the disposal of the Senegal government.

Figure 3: Valued added by sector, pre- and post-economic crisis of 2008

Sector	Value Added (percent)			Contribution to GDP Growth
	2007	2008	2009	Percent
Agriculture	-16.3	36.8	15.4	1.1
Livestock	5.7	3.3	4.1	0.2
Forestry	4.8	1.4	3.1	0.0
Fishery	7.4	0.9	2.6	0.0
Extractive Industries	-6.2	-3.8	54.9	0.4
Primary Sector	-5.8	17.2	12.3	1.7
Vegetable Oils	-7.4	-35.4	26.0	0.0
Chemical Products	13.3	-18.1	15.3	0.2
Energy	8.5	2.5	-0.1	0.0
Public Works	9.4	-1.6	-4.4	-0.2
Other industries	5.4	-0.2	5.5	0.6
Secondary Sector	7.1	-1.6	3.0	0.6
Commerce	4.0	1.9	2.2	0.4
Transport, Shipping, Telecommunications	11.5	6.9	-0.3	0.0
Social Services	10.2	3.2	3.0	0.2

⁵ After having registered an increase of 3.8 percent in 2007, tourist entries through the Léopold Sédar Senghor International Airport decreased by 0.9 percent in 2008 (Source: Performances of the Tourist Sector in Senegal. National Agency for Statistics and Demography; Ministry of Tourism).

⁶ The global economic crisis led to a 7.6 percent decline in remittances from 2008 – 2009 (Source: 2007-2009 National Accounts. National Agency for Statistics and Demography).

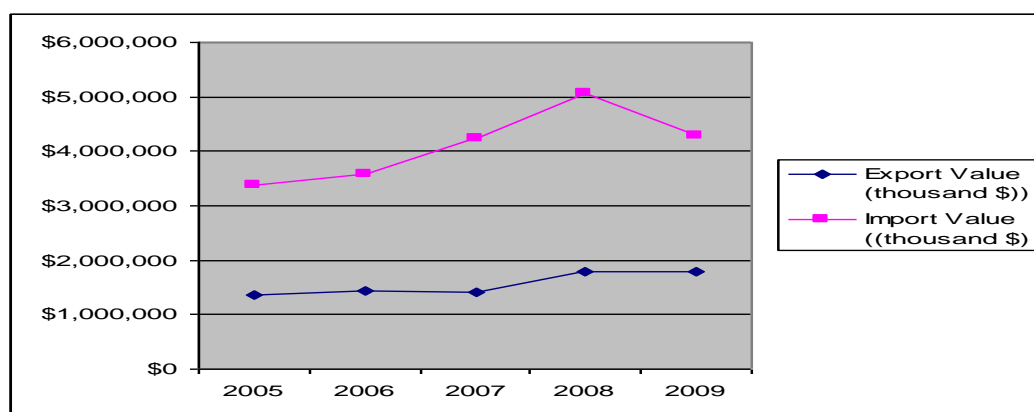
⁷ Source: Situation Economique et Financière en 2010 et Perspectives en 2011. Forecasting and Economic Studies Directorate (DPEE), Ministry of Economy and Finance, 2010.

Other Services	5.2	1.6	-0.7	-0.1
Administration	5.7	-0.1	1.8	0.1
Tertiary Sector	6.8	2.9	0.9	0.5
Taxes	5.0	-0.6	-4.3	-0.5

Source: ANSD National Accounts, August 2010

Increased output from the agricultural and mining sectors helped mitigate the negative impact that the 2008 food price crisis had on GDP growth. However, Senegal's exports were not well diversified, mainly coming from its primary sector, and concentrated in food products, fertilizers, and phosphoric acid that have below average volume growth compared to world exports. Although the value of key exports rose between 2005 and 2009, they did not offset the corresponding value of annual imports, as (according to official Ministry of Finance statistics) 70 percent of food staples are imported. Additionally, the high costs of imported raw materials, equipment, and technology aggravated the trade deficit over the decade. As the gap between export value and import values widened, the trade account balance experienced structural deficits, on average representing almost 10 percent of GDP during the 2000-2010 decade (see Figure 4).

Figure 4: Value of exports compared to value of imports



Source: IMF Historical Data

Governance situation

Due to presidential and parliamentary elections, 2012 will be a watershed year for Senegal. The strong tradition of democratic transition is expected to continue but the controversy over whether President Wade can legally run for a third term and the possibility of a flawed election pose a real risk to the political stability of the country. Although Senegal remains above the median on all MCC indicators, the Transparency International Corruption index indicates decreasing citizen confidence in the GOS. In addition, a weakening of good governance practices and the slow implementation of decentralization designed to strengthen governance at the regional level could undermine the credibility of government institutions and discourage new foreign investors if not rectified.

The GOS is aware of the frustrations and has taken steps to regain the trust of its constituents. In 2009, the Government adopted the Integrated System of Public Finance Management, a system that facilitates budget preparation and more importantly tracks budget execution. Fourteen Ministries now share their complete budget information online and the GOS plans to deploy the system to the remaining 18 ministries by 2012. It is anticipated that the GOS budget execution process, which historically has been

weak, should be fully transparent in real time as of the budget-making and execution cycle in 2011. In 2011, the Government issued a new transparent Procurement Code, implemented an electoral audit of the voter registry, and developed a corruption action plan. In addition, the GOS recently implemented sectoral medium-term expenditures frameworks that now cover fourteen Ministries. Forum Civil, a national chapter of Transparency International, launched an internet-based corruption surveillance system to inform citizens how local governments should work and affords constituents the opportunity to provide input about their local representatives.

The United States Government in Senegal

Senegal has long been considered relevant to the United States Government (USG) due to its strategic location on the western edge of Africa, a strong and extremely professional armed forces, and its stability relative to volatile neighbors. Due to years of joint development, diplomatic, and military ventures, the USG and the GOS benefit from a cordial relationship. Not only does Senegal serve as a buffer against the spread of extremism from the northern Sahel, it also offers the USG a vantage point from which to engage with the rest of the sub-region over the drug trade (particularly in Guinea Bissau), and the circulation of small arms. In addition to the collaboration with the USG to halt the spread of these negative elements, the GOS' support of peacekeeping missions throughout the Continent positions the country very much in line with USG foreign policy goals. Thanks to the MCC Compact, Feed the Future (FTF), as well as the Global Health and Presidential Malaria Initiatives, the USG is currently Senegal's largest bilateral donor.

USAID in particular is highly regarded by the GOS for its implementation track record, transparency, and accountability in program planning and decision-making. The GOS frequently lauds USAID for its commitment to transparency in managing public affairs, its successful cross-cutting interventions in the Casamance, as well as its many years of experience integrating governance as a cross-cutting element in all projects. Due to decentralized decision-making, planning, procurement and financing, USAID/Senegal is able to move funds quickly to fill resource gaps. The strong relationship with the Embassy has enabled USAID to harness diplomacy to further development objectives. In line with Presidential Policy Directive 6 and the 2013 Mission Strategic Resource Plan, Senegal's Country Development Cooperation Strategy (CDCS) positions governance as foundational to achieving all other development objectives. In support of the Quadrennial Diplomacy and Development Review, USAID/Senegal will continue to leverage the political capital of the State Department to attain mutually-beneficial goals, especially in the area of governance. For example, though Senegal is a signatory to several UN conventions, it has come under increasing pressure from the international community to redress abuses of *talibés*⁸ as well as the country's gays and lesbians. In line with U.S. foreign policy on human rights, USAID/Senegal unequivocally supports the rights of all Senegalese citizens to benefit from an education and from social and legal equality as well as political and economic development, irrespective of gender, gender identity, sexual orientation, or disability. The Mission will therefore use its political capital to raise the awareness of Senegalese citizens about their rights and to promote laws that protect all citizens.

Due to the USG's political capital with the GOS, historical presence, technical expertise and considerable contributions toward the country's development, USAID/Senegal figures prominently among a core group of donors that coordinate development activities. USAID/Senegal is a member of the G-50 coordination group, the largest donor coordination group that includes all donors present in Senegal. The group is co-chaired on a rotating basis and meets once a month to report on or raise

⁸ Children, primarily boys between the ages of 6 and 12, who are under the care of religious leaders and are expected to spend a substantial amount of time each day engaged in public begging for alms as a means of subsistence and as a lesson in poverty and humility.

issues of interest to all donors. USAID/Senegal also participates in the G-12, a working group of the twelve largest bilateral and multi-lateral donors that serves as the G-50's Secretariat. Chiefs of G-12 agencies serve as chairs on a 6-month rotating basis; USAID/Senegal served as the chair in 2010 and will undoubtedly assume that role again during the life of this strategy. The G-12 oversees the work of sector working groups, several of which USAID leads (e.g. private sector, agriculture and rural development, elections, aid effectiveness, and Casamance). The G-12 donor group also serves as an interface between the GOS and the donor community, enabling the transmission of joint messages to the Senegalese government on matters relating to reforms, policies, as well as the Poverty Reduction Strategy known in Senegal as the Political, Economic, and Social Document (DPES). This leadership in the donor community helps spearhead policy dialogue and reforms in sectors critical for Senegal's development.

Another comparative advantage lies in USAID's active engagement with development stakeholders who possess first-hand experience of on-the-ground realities such as civil society organizations, private companies, religious leaders, universities, and research organizations. USAID/Senegal will leverage the field presence of its implementing partners that are based outside of Dakar to address critical community-based needs. Moreover, USAID will place Foreign Service Nationals (FSNs) in key government ministries to serve as intermediaries between the Mission and the GOS. A total of seven FSNs will be placed in key institutions in and outside of Dakar to support the USAID *Forward* objectives of strengthening the capacity of local organizations and host governments. Prior to developing the CDCS, USAID/Senegal consulted with various institutions, organizations, and individuals to solicit feedback on past as well as current interventions. A list of all the stakeholders consulted as part of this process is included in Annex A.

USAID/Senegal selected its sectors of intervention based on its comparative advantages which concentrates resources based on technical competence. It is important to note that the USG is only one of many donors that provide resources to Senegal. USAID/Senegal works closely with the GOS and other donors to complement resources in order to avoid duplication and to address as many resource gaps as possible. The GOS is working to better manage development resources by instituting an online development aid resource tracker that all donors must now complete. The system is newly launched and should be fully operational in 2011.

Quantitative and qualitative assessments have been mainstays at USAID/Senegal. With the renewed focus on evaluation as stated in the USAID Evaluation Policy of 2011, USAID/Senegal created an Evaluation Working Group to review and provide guidance on all internal evaluations, ensuring that findings are taken into account in the design of new activities. Figure 5 below lists the key assessments that informed USAID/Senegal's CDCS. In addition, best practices highlighted in evaluations of previous programs, a wealth of studies, collaboration with a wide cross-section of donors, the private sector, civil society, other USG agencies and the GOS significantly contributed to the strategy. Critical information from assessments influenced the development of the CDCS as shown in the following examples:

(1) When USAID/Senegal conducted a midterm evaluation of its SAGIC program, the findings of which informed the Mission's Global Hunger and Food Security Response. The fourteen recommendations of the SAGIC study established the framework for what would become Senegal's Feed the Future strategy, informed its interventions, and enabled USAID/Senegal to firmly establish its food security program by 2010 (when most Missions were just beginning to design their activities). (2) USAID/Senegal used the results of Senegal's latest Demographic Health Surveys (DHS) to inform much of its new Health program. The data from the DHS focused USAID resources by illustrating the gaps in health service delivery and by demonstrating what behaviors need to be reinforced. (3) USAID/Senegal used data from the 2010 WFP Livelihood Survey to inform its new agriculture and nutrition program. Based on the

updated malnutrition rates, USAID/Senegal launched its new community-based agricultural development program in the two most food-insecure regions of Senegal, (4) USAID/Senegal designed aspects of DO3 in a manner that engages youth to participate as full citizens of their country in line with the recommendations of the 2010 Urban Assessment.

Figure 5: Assessments to inform USAID/Senegal CDCS

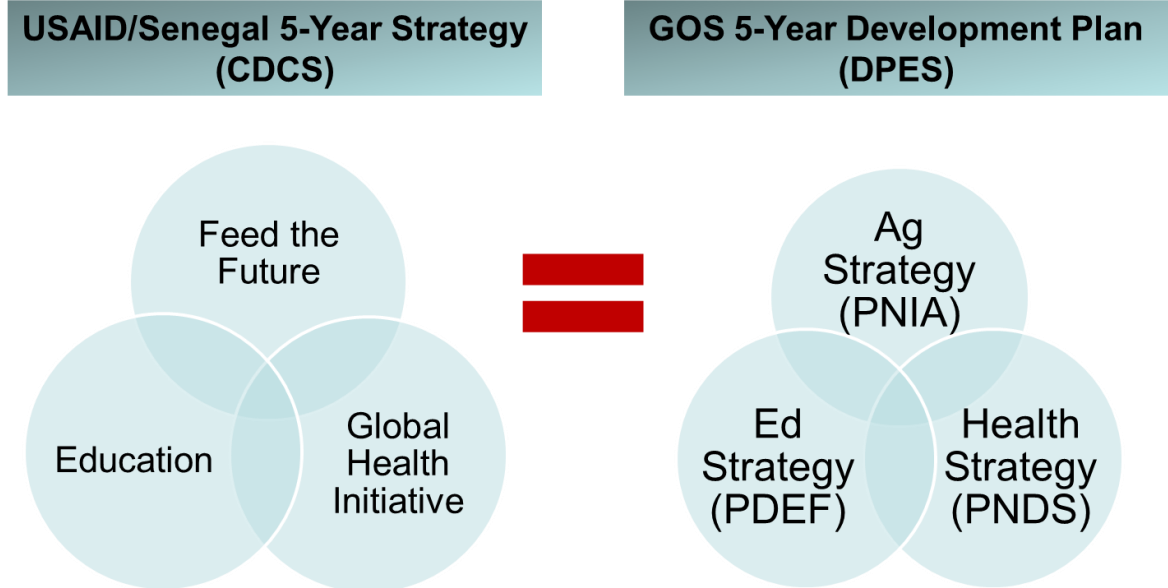
2004 USAID Democracy Assessment	2010 USAID Gender Assessment
2005 Demographic and Health Survey	2010 USAID Gender in the Agriculture sector assessment
2008 USAID Senegal Biodiversity and Tropical Forests Assessment	2010 Competitiveness Report/Assessment
2009 Quality of Education Assessment	2010 WFP Livelihood Survey (co-financed with other partners)
2009 USAID Conflict Assessment	2010 NGO Sustainability Study
2006-2010 Poverty Reduction Strategy Paper	2010 Urban Assessment
2007 USAID Corruption Assessment	2010 Civil Society Operating Environment Assessment
2009 USAID Democracy and Governance Review	2011 Youth Assessment
2009 Malaria Indicator Survey	2011-2015 Economic and Social Policy Document (DPES)
2010/2011 Senegal Demographic and Health Survey	

In support of USAID *Forward*, USAID/Senegal volunteered to be among the first missions in the world to form a Local Capacity Development (LCD) team. Covering the West Africa region, the LCD team’s goal is to increase USAID’s use of host country systems and local organizations. In 2011, contributions to host government institutions, local non-governmental organizations, and private companies represented approximately 10 percent USAID/Senegal’s total budget. USAID will increase its allocation to 30 percent (in support of the Agency’s global goal) during the life of this strategy primarily by building the institutional capacity of organizations, as well as simplifying and streamlining internal processes so that they are less burdensome to local implementing partners. USAID/Senegal will also partner with institutions of higher learning to promote applied research and to develop technologies that will allow Senegal to stand out as an avant-garde leader in the fields of agriculture, nutrition and education. All of these efforts are closely aligned with the aid effectiveness principles of the Paris Declaration and the Accra Agenda for Action.

2. USAID/SENEGAL DEVELOPMENT OBJECTIVES

USAID/Senegal’s CDCS builds upon the lessons learned from the 2006-2011 strategy, for which it conducted a major review in 2008, and is in line with GOS priorities as described in the 2011-2015 Poverty Reduction Strategy Paper known in Senegal as the Political, Economic and Social Document (DPES) as well as sectoral plans (see diagram below).

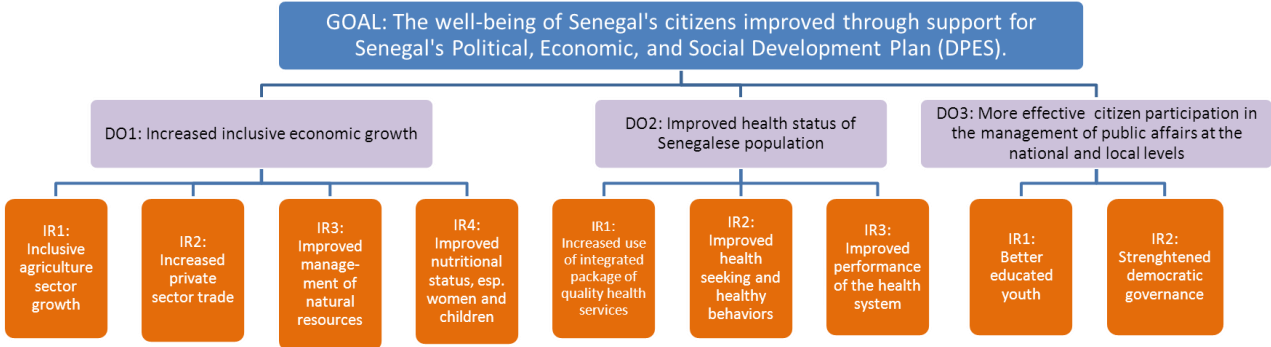
Figure 6: USG-GOS cooperation



Senegal's DPES builds upon two previous poverty reduction strategies implemented during 2003-2010. It covers the period 2011-2015 and includes three main components: (1) the creation of wealth and economic opportunities to support employment and structural transformation of the economy; (2) access to basic social services, social protection and sustainable development; and (3) promoting good governance and the protection of human rights. In an effort to support the stated components of the DPES, USAID/Senegal's goal during this strategy period is to improve the well-being of Senegal's citizens. Senegal's CDCS is premised on the development hypothesis that a politically-active and healthy citizenry, endowed with the skills to participate in the private sector and government, will lead to an improvement in the well-being of Senegalese citizens. USAID defines improved well-being as an enhanced quality of life. It is USAID's assertion that "people are the real wealth of a nation"⁹ and development efforts can only be judged effective if they lead to improvements in the daily lives of all Senegalese citizens, as reflected in levels of education, income, and health. As it provides a composite measure of these elements, the Human Development Index (HDI) is the most appropriate indicator of well-being. The goal depends on three complementary Development Objectives (DOs) relating to (1) increased inclusive economic growth, (2) improved health status, and (3) more effective citizen participation.

⁹ Quote from the first UNDP Human Development Report (1990)

Figure 7: Overall results framework



Goal Statement: The well-being of Senegal’s citizens improved through support for Senegal’s Political, Economic, and Social Development Plan (DPES)

Building on the macro-economic stability and increased investment rates achieved under the previous poverty reduction strategies, the DPES sets a target of 6.1% of GDP growth to achieve the Millennium Development Goals. Major obstacles to achieve this target include a limited role of the private sector in creating wealth and economic opportunities, low productivity and lack of diversification in agriculture, difficulty for small and medium-sized enterprises (SME) to access credit, and low overall investment. Challenges in the social sectors include high child and maternal mortality, low completion rate in primary school and poor quality services.

With DOI, USAID complements the first component of the DPES by supporting the creation of wealth and economic opportunities by facilitating access to credit for SMEs, improving the productivity of agriculture by supporting irrigation, facilitating access to quality inputs such as seeds and training, and market outlets. DOI also supports a greater role for the private sector by improving the business climate for improved country competitiveness.

Under DO2, USAID supports the second component of the DPES by increasing access to basic health services including pre- and post-delivery care to pregnant women, family planning, mosquito nets, and health mutual organizations for social protection of vulnerable groups. USAID also works both at district and community levels and supports policy reforms for increased health resources and better trained health staff.

USAID’s DO3 fits within the second and third DPES components. USAID intends to help Senegal achieve a greater completion rate for girls and boys at primary school by strengthening their reading and math skills as well as improving the quality of education. USAID will enhance good governance through increased citizen participation in the management of public affairs at national and local levels. DOI and DO2 activities will fully support increased citizen participation at the local level. DO3 also supports the protection of human rights by increasing the capacity of Senegalese institutions to address trafficking in persons.

USAID/Senegal's strategy intends to bring about broad-based economic growth, improved health, and a more engaged citizenry. However, interventions will not only bring about systemic changes in our targeted sectors; USAID anticipates that the confluence of these interventions will create or strengthen complementary linkages between:

- education and governance to empower citizens.
- agriculture and health to foster greater food security; and
- health and education to promote greater health awareness among students.

Governance interventions will be supported by all three DOs to strengthen decentralization processes in all targeted sectors which will enable locally elected officials to be more responsive to their constituents. It will also empower Senegalese to be more engaged in their government.

Given the low human development indicators of Senegal's Southern Forest Zone (SFZ) relative to the rest of the country, the overarching focus of the Senegal CDCS will be on the SFZ, an area that includes the conflict-affected Casamance. Both DOI and DO3 have a geographic focus while DO2 has a national, functional focus.

For example, the zones of interventions for DOI were selected based on Senegal's Country Investment Plan and USAID/Senegal's FTF Strategy. In addition to the SFZ, FTF investments will focus on the Senegal River Valley in the north as this is the main growing area for rice, one of the three focus staples (rice, maize, and millet) that were selected for their ability to improve Senegal's food security and to spur agriculture-driven economic growth. Activities will address land degradation and support the rehabilitation of small irrigation systems to reduce the effects of global climate change.

During the previous strategy period, USAID/Senegal leveraged PMI's nationwide platform to introduce an integrated package of maternal and child health services. The Mission's health interventions encapsulated under the new DO2 build upon PMI's presence to scale-up access to, and quality of, essential services. Moving forward, USAID/Senegal's agriculture activities will incorporate nutrition interventions into the value chain approach as part of a strategic move to better link the FTF and Global Health Initiative (GHI) sub-strategies. Successful community health interventions, which have to date, remained localized, will be scaled up and implemented nationwide. Therefore, the overall geographic focus and goal for DO2 is nationwide coverage as recently applauded during the review and approval of the Senegal GHI Strategy.

The national level interventions under DO3 will be implemented through key central-level institutions of power such as the Autonomous Electoral Commission, the National Commission against Non-transparency, Corruption and the Misappropriation of funds, the National Agency to Re-launch Activities in the Casamance, and the Parliament, which are all located in Dakar. However, the majority of local level interventions will be implemented in coordination with the other two DOs in key regions focused on the SFZ. As the Mission fully realigns its education program to the new USAID Education Strategy, interventions will be piloted or launched first in the SFZ and then scaled up nationwide so that Senegal fully contributes to the achievement of the Agency's ambitious worldwide targets.

Development Objective I: Increased inclusive economic growth

Overview

Development Objective I (DOI) directly supports the Government of Senegal's Accelerated Growth Strategy, the Country Investment Plan for Agriculture (CIP) under the Poverty Reduction Strategy, two U.S. Presidential Initiatives (FTF and Global Climate Change) as well as two Congressional Directives (Biodiversity and Water, Sanitation and Hygiene). Activities planned under DOI are in line with the GOS's plan to reduce poverty through private sector-led, inclusive economic growth. "Inclusive economic growth," means rapid and sustainable growth that will create and expand economic opportunities to the broadest members of society, inclusive of women. It focuses on ensuring all members of society can contribute to and benefit from such growth. Through 2016, DOI will direct investments primarily toward the agricultural sector, natural resources management, increased trade, and (in concert with DO2) improved nutritional status, especially of women and children.

The overall hypothesis of DOI is that *if agricultural productivity is improved, if private sector trade is increased, if the management of natural resources is improved and if the nutritional status of women and children is improved then local populations will be more food secure and play a larger role in an expanding economy.*

The cause and effect relationship for DOI is discussed in great detail in Senegal's approved Feed the Future strategy, which served as the foundation for this development objective. Senegal's approved Feed the Future strategy can be accessed via the link in Annex C. In identifying DOI and related intermediate results, USAID/Senegal relied heavily on lessons learned from development projects over the past 30 years. Findings from numerous analyses informed the process including: the 2010 Gender Assessment, the 2010 Women in Agriculture Assessment, an extensive Competitiveness study, in-depth value chains studies (on maize, millet, rice and other crops), the 2009 mid-term evaluation of SAGIC, and a 2008 Biodiversity and Tropical Forests Assessment.

In an effort to effect transformational change, USAID/Senegal grappled with trade-offs, opting to eliminate activities that were not deemed essential for high impact. This new strategy focuses on four strategic commodities (rice, maize, millet and fisheries) with the potential to affect a broader proportion of the population in the short term. Given the uncertainty of future budget levels and the desire to maximize impact, USAID/Senegal will analyze progress, identify what works, and refine approaches as necessary based on empirical cost/benefit, and other analyses.

Barring any unexpected barriers, USAID/Senegal expects to meet its DO within five years. In addition to improving agricultural outcomes, USAID/Senegal anticipates cutting the current rate of under-weight prevalence to 10% in line with the GOS's target of halving the proportion of people who suffer from hunger¹⁰, assisting the GOS to reach its Millennium Development Goal for potable water, and reducing poverty for 1.4 million people¹¹. DOI will contribute toward the long-term sustainability of coastal management and maximize agricultural production by adapting to the potential negative effects of climate change. Improved governance, transparency and accountability will be cross-cutting themes

¹⁰In 2000, 20% of children under 5 in Senegal were underweight. As part of its Millennium Development Goals, the GOS pledged to decrease that percentage by half (i.e. to 10%) by 2015. Preliminary data from the 2010 DHS indicate that the percent of underweight children <5 has since decreased to 14.45%.

¹¹ Estimation: Baseline scenario is 5 percent growth in accordance with the GOS Poverty Reduction Paper (2.5 percent annual population growth; GDP per capita growth will thus be 2.5 percent) and if the Gini coefficient remains stable, between 2011 and 2015 poverty will be reduced by 12.5 percent or 1.4 million people.

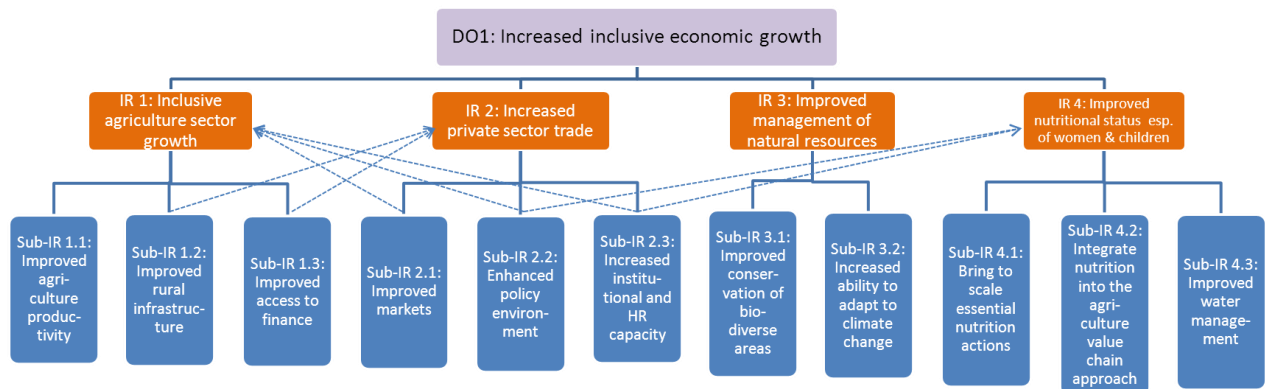
among all investments. For example, mining is rapidly expanding in Senegal and, without adequate planning, could lead to adverse effects on the environment. In this context, USAID/Senegal will promote the Extractive Industries Transparency Initiative so as to ensure that extractive activities are properly planned and implemented and natural resources are protected. All interventions will include targeted capacity building activities such as to increase capacity in agricultural higher education and research; strengthen linkages between extension workers, higher education and training, applied research and the private sector; develop land use or sustainable fisheries management plans; and increase local government capacity in land use planning, watershed management and water management. USAID/Senegal plans to measure the direct and indirect effects of this capacity building, across gender, age, and system hierarchies.

Details of Development Objective I

Development Objective I has four, integrated intermediate results (IR) to reach its objective of inclusive economic growth:

- IR 1:** Inclusive agriculture sector growth;
- IR 2:** Increased private sector trade;
- IR 3:** Improved management of natural resources; and
- IR 4:** Improved nutritional status, especially among women and children (with the Health DO).

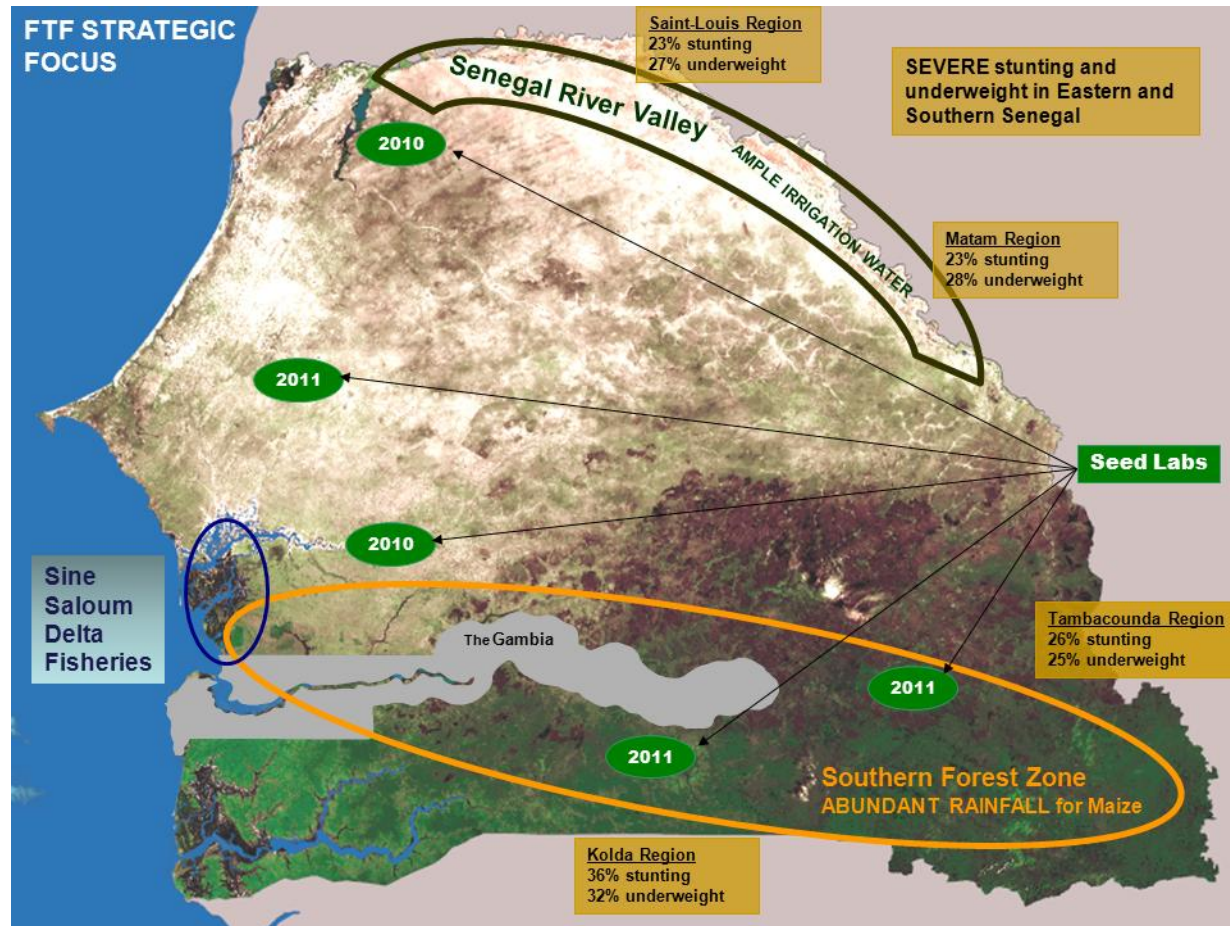
Figure 8: DOI results framework



Because of the inherent linkages between agriculture, poverty, and nutrition, focus area investments simultaneously address multiple intermediate results (IRs) which are linked with dotted arrows. USAID/Senegal’s agricultural interventions prioritize four key value chains: rice, maize, millet and fisheries. Rice comprises at least 45% of the typical Senegalese diet and Senegal is one of the largest importers and consumers of rice in West Africa. Demand for maize is large and growing. Current

maize production is not enough to supply the flour milling industry and the poultry and livestock feed industry. Millet is the most cultivated food produced in Senegal with a strong demand for domestic consumption and export in the Diaspora market.

Figure 9: FTF areas of intervention



The two focus agro-ecological zones (SFZ and Senegal River Valley) of DOI touch on parts of nine administrative regions representing 42.6 percent of Senegal’s population and include the five poorest regions in Senegal (Fatick, Kedougou, Kolda, Matam, and Tambacounda). However, since value chain development is used to satisfy urban market demand, the impact will be much broader than these targeted areas and beneficiaries. In fact, the coastal and western regions (Dakar, Kaolack, Touba, Thies and Saint-Louis) are the most important markets for cereals. In addition to the agro-ecological zones, USAID/Senegal will conduct activities in critical bio-diverse areas, such as coastal areas in the Sine-Saloum Delta and the Casamance region of the SFZ. All activities will be coordinated closely through local governments and will strengthen local government capacity to take on responsibilities under the decentralization law. In line with USAID guidance, Senegal’s FTF strategy is fully integrated into DOI which addresses the five components of FTF, namely: improvements along four targeted value chains, policy reforms, capacity building for science and technology, rural infrastructure development, and nutrition.

Intermediate results (IR) for DOI are briefly described below.

IR 1: Inclusive agriculture sector growth: Sixty-eight percent of the labor force is involved in the agriculture sector, but it only accounts for a small percentage of GDP¹². Senegal's Country Investment Plan (CIP) predicts that Gross Domestic Product (GDP) value added in agriculture will grow by 7.2 percent annually. Furthermore, the GOS believes that agriculture's contributing share to GDP will increase from 16.4 percent in 2010 to 20.3 percent in 2015 and to 21.5 percent by 2020. The CIP also projects that poverty in rural areas will be reduced from 49.3 percent in 2010 to 27.3 percent in 2015 and to 17.7 percent by 2020. USAID/Senegal will focus on agriculture sector growth throughout the value chain for four different commodities. To maximize the number of people raised out of poverty, USAID/Senegal is using market-consolidation approaches to link the small-scale farming population with larger market players for large scale results. USAID/Senegal investments to improve agriculture growth will focus on the value chain approach for the following four commodities: maize, rice, millet and fisheries. USAID/Senegal will devote significant resources to enhance productivity through, among other things, investments in improved seed technology and more efficient processing techniques. Through these investments, USAID/Senegal plans to capitalize on the investments of the MCC in new irrigated areas in the Senegal River Valley.

Through the GOS's Accelerated Growth Strategy, Senegal is planning to rebuild capacity and has ambitious plans to improve the business environment needed for sustainable economic growth. USAID/Senegal will work closely with local and national partners to support these policy reforms and will actively engage local stakeholders in this process. For example, a key problem in Senegal is the high rate of attrition of senior public and private experts in the agriculture sector due to retirement. In this context, USAID/Senegal will therefore invest heavily in higher education for agriculture science and technology in an effort to usher in a new generation of people who are adequately trained in the sector. Increased institutional and human resource capacities will ensure access to and development of next-generation technologies in Senegal.

Women are heavily involved in the agriculture sector at all levels from work in the field to post-harvest processing and marketing¹³. However, women's opportunities to participate in economic life are limited, and according to the 2010 USAID/Senegal Women in Agriculture Assessment, women only control 21% of agricultural land in Senegal. As per the Law of 1964, neither men nor women are allowed to own land as all lands belong to the State. Findings from the USAID/Senegal gender assessment showed that, despite an encouraging legislative environment as reflected in the 2004 Agriculture-Forest-Livestock Policy Law which grants equal rights to land to men and women, gaps between policy and practice limit women's access to property, particularly in rural areas. Overall, cultural values continue to favor men. The 2004 law is not fully implemented and the GOS struggles to enforce the law in rural areas. Customary laws, including questions related to inheritance, do not allow women to directly access land or inherit property among most ethnic groups. In addition, the most common Islamic inheritance law allows women to inherit only a fraction of what men inherit. As a result, women are marginalized vis-a-vis access to land and are often overlooked during the distribution of new agricultural technologies. The USAID/Senegal Women in Agriculture Assessment found that women farmers in Senegal use four times less fertilizer and six times less improved seed varieties than male farmers.¹⁴ Because of this inequity, women obtain lower yields and lower incomes from their

¹² Provisional national count from the National Agency for Statistics and Demography, 2007.

¹³ 2010 USAID/Senegal Women in Agriculture Assessment

¹⁴ 2010 USAID/Senegal Women in Agriculture Assessment

agricultural efforts. Since land is typically considered as belonging to male heads of household, women are often not given a voice in family business decisions¹⁵ or in community agricultural programs.

However, there is growing recognition of women's key role in agriculture and the rural economy by the State, donors and local leadership. Government leaders have begun granting access to land to women particularly in rural areas where the out migration of men is significant. By increasing access to credit, USAID/Senegal supported interventions will lend women greater resources with which to participate in the growth of agricultural productivity. Although USAID activities support institutions and organizations serving the target populations as a whole, there are certain that are led by and/or primarily benefit women. The next five years are expected to result in the highest ever impact benefiting women's organizations through business development assistance, increased finance sector capacity, and identification of creative and innovative entries for control over land. As an example, the USAID/Senegal Women in Agriculture Assessment found that women are well aware of the local institutions that offer credit, although they often do not access this credit because of unfavorable conditions (high interest rates, high minimum loan amounts, loan periods too short to accommodate an agricultural cycle, etc.). USAID/Senegal's Development Loan Credit guarantees will help build a climate more favorable to lending to the agricultural sub-sectors where female entrepreneurs invest heavily. This will enhance women's capacity to process and commercialize goods, the links from which the lion's share of value-added is gained. Increasing wealth among woman household members will have the positive domino effect of improving the nutritional status and educational achievement of children.

IR 2: Increased private sector trade: Trade expansion is critical in order to accelerate poverty-reduction and economic growth. Currently, over 20 percent of Senegal's total exports are agricultural products, mostly fish in an unprocessed form. As Senegal's productivity is established through a functional value chain, internally-produced goods become more affordable, currently being seen with maize. Importantly, as the system works toward products suitable for export markets, they capture the attention and business of Senegal's urban-based wholesalers and processors. Performing to specific international product quality standards, consolidation capabilities, and timeliness of supply require improved efficiencies. These are productivity benefits passed to Senegal's consumers in the form of increased availability of grains and other products in both rural and urban markets. These well-financed private sector intermediaries can become an engine to pull products out of rural areas and into mainstream markets.

USAID/Senegal's trade activities will therefore focus on increasing exports of targeted high-value commodities, reforming business environment policy and improving movements of goods along key transport corridors, especially the Dakar-Bamako corridor. The corridor from southern Senegal to Guinea, Gambia and Guinea-Bissau will also be strengthened, building on the MCC investment in the important regional Diaobe market in the SFZ. USAID/Senegal will coordinate activities with the USAID/West Africa Trade and Investment Program whenever possible to strengthen cross-border efforts. Feeder roads are critically important but require major investments: USAID/Senegal through the agriculture donor group will promote increased investments in feeder roads, building on the MCC's rehabilitation of two major arteries in the SFZ and Senegal River Valley.

IR 3: Improved management of natural resources: Sustained economic growth in Senegal depends on the sustainable use of its resource base. USAID's strong emphasis on agriculture and natural resource management intends to increase Senegal's ability to respond to climatic or economic/food system shocks. In order to maximize reach and effect, USAID climate change activities

¹⁵ 2010 USAID/Senegal Gender Assessment

will be integrated into economic growth activities. To this end, USAID/Senegal will improve the conservation of bio-diverse areas; increase Senegal's ability to adapt to climate change; and improve the management of potable, agricultural and environmental water systems. Past efforts demonstrate that local communities have more incentive to manage natural resources sustainably if they are able to effectively use these natural resources and generate income from them. As poverty, food insecurity, and the environment are inextricably linked, USAID/Senegal will build on past investments to continue to improve the management of Senegal's natural resources.

USAID/Senegal is a leader in biodiversity conservation and will continue to support the GOS in reducing the environmental impact of natural resource exploitation and increasing sustainable financing of the management of natural resources and biodiversity. Activities will have strong emphasis on the Kedougou region and the Niokolo-Koba National Park, a 913,000 hectare UNESCO World Heritage Site both of which are located in the SFZ. Programs will allow more communities greater opportunities to profit directly from natural resources, thereby contributing to Senegal's attainment of the first Millennium Development Goal. These activities are an important parallel effort to the FTF Strategy, ensuring environmental services are maintained.

Through the President's Global Climate Change (GCC) Initiative, USAID/Senegal will assist the GOS to implement its National Action Plan for Adaptation to Climate Change. The Mission will invest in science and analysis for decision-making; promote governance systems that are inclusive, transparent, and responsive to the needs of their constituents; and implement climate solutions as integrated components of other development activities. In order to maximize USAID/Senegal's reach and effect, climate change activities will be fully integrated into the FTF initiative and other appropriate activities. In Senegal, consequences of climate variability and climate change are significant as the majority of jobs are in agriculture and are therefore dependent on local weather and climate conditions. Changes in climatic conditions could impact productivity levels and diminish livelihoods (coastal communities are particularly vulnerable to this threat). Toward this end, USAID will coordinate with the GOS to achieve the following objectives: (1) improve upon existing vulnerability analyses for potential climate change effects and (2) increase the capacity of Senegal to adapt to potential climatic changes through improved water systems and coastal resources management.

Senegal is poised to achieve the MDG related to urban water supply but is progressing more slowly toward reaching its goal for rural water supply and sanitation. Improving access to potable water and sanitation is a priority of the GOS: in Senegal, poor water quality contributes to the high prevalence of diarrheal disease which is the second leading cause of death for children under five and accounts for approximately 40,000 preventable deaths each year¹⁶. Alongside other donors' support, USG assistance will back Senegal's "blue revolution" by dramatically increasing the number of people with access to water and sanitation services, raising Senegal as an example to other West African countries. USAID/Senegal will improve sustainable access to water supply and sanitation, and promote better hygiene in targeted small towns and rural and peri-urban areas. USAID interventions feed into the GOS's umbrella Millennium Water and Sanitation Program (PEPAM), which was established as a means of leveraging resources and ensuring donor synergy to attain MDG targets.

Activities in natural resources management will increase gender balance in the development, implementation and benefit distribution of natural resources management systems. Toward this end, programs will establish long-term links among female natural resources management professionals, rural women and resource user groups to strengthen the overall capacity of women entrepreneurs. Many of the traditional food products harvested from forests are collected, processed and sold by women.

¹⁶ 2005 Senegal Demographic and Health Survey

Improving management of agricultural, potable and environmental water systems is a critical element in achieving this IR. Women and girls hold the primary responsibility for collecting water for household use. This enormous cost of time and labor has significant negative impact on a woman's ability to engage in other economic activities and for girls to attend school. Women and girls also pay a price for lack of sufficient water and sanitation services, as they are also the primary caretakers of the young, the elderly and the infirm. A focus on the potable water sector will empower women to partake in Senegal's growing economy.

IR 4: Improved nutritional status, especially of women and children: Under-nutrition costs developing countries up to three percent of their annual gross domestic products and places individuals at risk of losing more than 10 percent of their lifetime earning potential. USAID/Senegal will therefore create an enabling food system environment for the practice of proper nutrition. The results of Senegal's Comprehensive Food Security and Vulnerability Analysis (CFSVA) informed interventions by providing up-to-date baseline information on food security and nutrition in Senegal.

First, USAID/Senegal will strengthen the private sector to become a key driver of food security by helping to establish dynamic and lucrative markets for inexpensive, nutritious, local foods. This will be accomplished by reinforcing key food security cereal crops, horticulture/arboriculture, livestock, and wild foods. USAID/Senegal will address several key nutritional deficiencies within targeted zones, in particular deficiencies related to Vitamin A, Zinc, Protein, Iodine and Iron. Resolving these priority problems will maximize the health of local people, particularly improving the mental and physical development of young children and the health of mothers. Second, USAID/Senegal will employ both behavior change strategies and social marketing campaigns to raise awareness of local consumers about nutrition and hygiene issues as well as to catalyze and promote demand for quality products and services that can resolve the under-nutrition of vulnerable populations. Third, USAID/Senegal will strengthen local governments' ability to engage with the citizenry and different stakeholders to craft food security policy/procedure and manage sustainably related resources.

This IR will be addressed under both DO1 and DO2. Under DO1, given the high prevalence of diarrheal disease in Senegal, programs will support improvements in water supply, sanitation and hygiene which have the potential to markedly reduce under-nutrition as well as decrease morbidity and mortality. Under DO2, USAID/Senegal will employ a system-wide approach targeting key, high-impact nutrition interventions at the policy, health facility and community levels. In addition to enforcing food fortification policy and strengthening health care providers' ability to diagnose and treat under-nutrition, the approach emphasizes reinforcing the existing foundation of government and donor programming at the community level, leveraging years (in some cases, decades) of investment to scale up preventive interventions for greater impact. While the focus in DO2 is on more traditional health-related nutrition interventions, promoting Essential Nutrition Actions (a mix of health and feeding practices, proven to improve both health and nutritional status), the Mission will pilot the integration of nutrition activities into the value chain approach, thereby strengthening the link between increased food production, increased incomes, and increased consumption of quality and nutritious foods, particularly by women and children in the poorest regions of Senegal in an effort to counter the high levels of chronic hunger.

Gender considerations drive work to improve nutrition status. First, 18 percent of women (12 percent of mothers) are undernourished¹⁷. Under-nutrition at any stage in a woman's life, including childhood, can jeopardize her ability to carry, deliver, and/or care for a child. USAID/Senegal's strategy will address this challenge by specifically targeting maternal nutrition in addition to infant and young child nutrition. Nutrition activities will employ a gendered approach by involving men in community nutrition activities

¹⁷ 2005 Senegal Demographic and Health Survey

since men often control how income is spent, but are rarely involved in child care. Therefore, outreach will target not only women, but also male heads of households.

Aid effectiveness

USAID/Senegal will work in close collaboration with the GOS, the private sector, and other donors to attain its economic growth objective, and leverage the investments of other offices within USAID to stretch resources. For example, USAID's Agricultural Education and Research project under the FTF strategy is jointly managed by USAID's Economic Growth and Education offices. The project develops human and institutional capacity for continuous innovation in both the public and private sector. In the long-term, this will lead to farming system and value chain productivity improvements and system sustainability. The project will also strengthen institutional capacity to conduct applied research and to prepare graduates for private and public sector market-compatible employment. Key activities emphasize:

- Curriculum development to meet the employment needs of the agricultural sector, including private enterprises and public agencies;
- Applied research at higher education institutions which is responsive to the needs of the private sector, including small farmers; and
- Outreach by higher education institutions to meet the needs of the private sector, especially small farmers.

Development Objective 1 supports several country-led strategies, notably the Accelerated Growth Strategy and the Country Investment Plan (CIP) which provides the vision for Senegal's agriculture development writ large (including forestry, livestock, fisheries, etc.). USAID/Senegal will support the Ministry of Environment to implement its National Action Plan for Adaptation to Climate Change. Some government ministries, such as the Ministry of Environment, are directly supported by USAID/Senegal to help oversee projects. In line with the USAID *Forward* reform agenda, USAID/Senegal plans to undertake more direct funding of government institutions and local entities during the life of the strategy and is already working on direct support to the Ministry of Agriculture for work in improving seed systems and phyto-sanitary controls. USAID/Senegal uses a rigorous process for these instruments including a pre-award survey of the entity's financial system and oversight capacity. Funds are released upon verification of contract deliverables or benchmarks. To date, the only risk associated with this direct support is the time required to negotiate and establish these instruments. The intention of DOI is to ensure that projects are not just attributed to these country-led plans, but are in fact led by them.

USAID has already fully integrated potable water, sanitation and hygiene activities into the Government of Senegal's Millennium Potable Water and Sanitation Program which strives to meet the MDG for water. Additionally, the CIP will eventually be coordinated under the Prime Minister's office which will have oversight over the FTF Strategy implementation.

USAID/Senegal currently chairs two key donor groups (the Private Sector Donor Coordination Group and the Agriculture Donor Coordination Group) and participates in other donor groups for the environment, water and sanitation, and fisheries. USAID/Senegal works closely with the World Bank, the International Monetary Fund, the International Fund for Agricultural Development, the European Union and other multilateral organizations. Bilateral partners include Japan, Spain, France, Italy, Belgium, Luxembourg, and Canada. The majority of collaboration takes place through regular donor coordination meetings, although Senegal's donors have recently devoted greater attention toward increasing synergy between donor activities through some joint activity planning and monitoring agreements. USAID/Senegal's joint funding of activities, such as a current Public Expenditures Review of the agriculture sector with the World Bank, brings donors together under a common objective and

improves the quality of results. The overall objective of the Agriculture Public Expenditure Review is to review the efficiency in public resources spending, and to provide recommendations on public spending relative to specific national sector targets. It will provide a baseline for future trend analyses in budget allocation and execution and effectively monitor progress on the contribution of agriculture towards sustainable development as well as the achievement of MDG targets. The key findings of this review will be used as a critical tool of the policy dialogue with the GOS for USAID/Senegal as it is the main bilateral contributor to the agriculture sector and also the co-chair with the World Bank of the Rural Development and Food Security donor working group.

Tasks arising from coordination group needs are often carried out jointly, such as a current donor mapping activity in which USAID/Senegal and the World Bank are again taking the lead. USAID/Senegal and other donors will continue to help the GOS coordinate all donor activities in line with the Paris Declaration. In support of that effort, all donors have agreed to align their support to the CIP and are committed to its implementation with GOS buy-in and leadership. In this context, USAID's natural resource management, climate change, agriculture and fisheries activities will be coordinated through the relevant CIP component and the government's sectoral policies. USAID will help the CIP process streamline these different sectoral plans.

Moving forward, USAID/Senegal will increase its use of host-country implementing mechanisms. While most implementing mechanisms are already in place, two projects will be ending in 2013 creating the opportunity for follow-on activities using local NGOs or direct assistance to national and local governments. Therefore, current capacity building investments will reinforce the financial management and M&E capacity of potential USAID *Forward* implementing agents.

USAID/Senegal also intends to work with several quasi-government organizations including the Investment Promotion Agency, the Export Promotion Agency, the Agricultural Research Institute, the Food Technology Institute and the Agency for the Development of the Delta and the Valleys of the Senegal River to implement activities under this DO. To coordinate activities with this large group of partners, USAID/Senegal established a steering committee which is chaired by the Ministry of Finance. The Committee is comprised of representatives from all relevant government, civil society, and private sector partners. In addition, USAID/Senegal holds a yearly Joint Portfolio Review with the government to discuss the entire bilateral development program.

USAID/Senegal leverages resources through the Development Credit Authority (DCA) in an effort to spur greater lending in the agriculture sector. Currently DCA agreements exist with two banks, four microfinance institutions, and a women's association. Opportunities for Global Development Agreements beyond the current water GDA with Coca-Cola will also be explored.

Collaboration with other USG agencies is crucial to the achievement of DOI. The Embassy will assist in addressing sensitive policy issues through exchanges and advocacy with policy makers and stakeholders as well as through its exchange programs and other in-country activities. As improved rural infrastructure is a critical component to the success of the agriculture and trade IRs, USAID depends on current investments from MCC in building and improving roads. Finally, to ensure that this strategy is inclusive of the hardest-to-reach sectors of the population, Peace Corps will be engaged to implement small-scale agriculture and nutrition education activities at the rural level. Successful implementation of the FTF initiative is complemented by the U.S. Department of Agriculture (USDA) which has several projects in Senegal to improve millet and sorghum value chains. USAID/Senegal has also benefited from the USDA-funded Cochran program for building high-level specialized capacity.

Critical assumptions and risks

Development Objective 1 is based on some critical assumptions and risks, which are beyond USAID/Senegal's control but crucial to success. First and foremost, the strategy relies on strong political will and commitment, as well as political stability. It is assumed that the GOS will continue to contribute at least 10 percent of annual GDP to the agriculture sector in line with the Comprehensive Africa Agriculture Development Programme (CAADP). Policy reforms will also be necessary to achieve the long-term goals of DOI, specifically relating to: 1) an enhanced business environment; 2) full implementation of the agricultural law of 2004 including continued discussions on land tenure; and 3) development and testing of new policies and management structures for the fisheries sector. The DO also assumes continued, or enhanced, government support to the decentralization process which is essential for locally managed growth. USAID will mitigate these risks as best possible by maintaining close programming coordination with the GOS and by continuing to build capacity within the government.

Unplanned agricultural growth can sometimes threaten environmental resources and services, therefore local management capacity and growth planning are essential for mitigation. Activities to strengthen environmental sustainability and food system productivity potentially ease risks associated with climatic and economic/food system shocks. Using USAID-funded programs such as the Famine Early Warning System Network and vulnerability assessments will allow USAID/Senegal to periodically assess these types of risks. USAID/Senegal will continue to analyze the potential negative consequences of climate change on the DO as variability in climatic conditions may be a stressor on activities relating to this and other DOs. USAID will also invest in scientific innovation and analysis for decision-making; support vulnerability assessments; and implement climate solutions as integrated components of other development activities.

Development Objective 2: Improved health status of the Senegalese population

Overview

President Obama's announcement of the Global Health Initiative recognized health's important role in development, a welcomed validation of the principles underpinning USAID/Senegal's work in the health sector overall and its specific work under the Presidential Malaria Initiative (PMI) and Feed the Future.

USAID/Senegal is recognized for its partnership with the GOS and the consistency of its approaches with the GOS National Health and Development Plan (PNDS) 2009-2018. USAID/Senegal's health DO incorporates gender equality and seeks impact through strategic coordination with other donors such as the World Bank and the Belgian Technical Cooperation. It continues to strengthen and to leverage key multilateral organizations like the Global Fund. The DO also anticipates deepening private sector engagement and participation in global health partnerships, particularly in the area of health communication and family planning promotion. To enhance the likelihood of sustainability, the program will continue to foster country ownership of and investment in proven approaches and interventions, particularly in health service delivery at the community level. Opportunities to pilot new interventions at this level are planned, supported by strong metrics and closely monitored and evaluated, in order to promote innovation.

New for this CDCS, USAID/Senegal will capitalize on GOS leadership by introducing performance-based financing (PBF) to address significant health sector challenges, chief among them are deficiencies in the performance of the decentralized levels of the health system. In this regard, DO2 will work to improve the capacity of management, leadership and governance throughout the health system. In order to

achieve this DO, USAID/Senegal will continue to collaborate with the Ministry of Health and Medical Prevention, the Ministry of Family, and the Ministry of Education.

Despite significant improvements in health indicators, challenges still remain with far reaching implications for Senegal's development. Projections from the RAPID model¹⁸ illustrate the potential impact if Senegal increases its Contraceptive Prevalence Rate alone to 60 percent by 2032, namely:

- 1,062,942 fewer jobs would need to be created
- 42 million tons/year less of rice would need to be purchased
- 32,000 fewer teachers would be required per year
- \$2.4 billion saved in education costs over 30 years
- \$314 million could be saved in healthcare costs
- 25,000 maternal deaths averted
- 1.2 million child deaths averted

The overall hypothesis of Development Objective 2 (DO2) is that *if health services and products at community and clinical levels are improved as well as expanded, if said services are promoted and used by the population, and if governance, accountability and management are improved, then targeted populations will be healthier and Senegal's health system will be better able to meet the needs of its users.* A healthy population is imperative in order to form a strong human resource foundation for Senegal's economic development and therefore necessary to bring about long-term inclusive economic growth.

Development Objective 2 builds on USAID/Senegal's comparative advantage in strengthening health service delivery as well as the successes achieved and lessons learned from the previous strategy. The intent of DO2 is to reinforce Senegal's successes in reducing infant and under-five mortality¹⁹, reducing the rates of under-nutrition, and reducing the number of hospital visits due to malaria. These past achievements can be attributed to the scale up of child health interventions, especially but not exclusively the dramatic nationwide scale up of malaria control interventions. This strategy will also address the persistent challenges of maternal mortality, the increasing stigma related to certain most-at-risk populations for HIV/AIDS, and health system bottlenecks that hinder access to quality health care and prevention services.

Development Objective 2 will be implemented through an integrated five-component program, representative of a holistic health system strengthening approach. It will build upon the successful nationwide platform established by the President's Malaria Initiative to expand the geographical scope of the GOS's integrated package of health care services to improve maternal and child health delivered at both community and clinical levels. The program's five components and geographic scope are described below:

¹⁸ The Resources for the Awareness of Population Impacts on Development (RAPID) is a computer model that illustrates the social and economic consequences of high fertility and the resultant rapid population growth on a country's ability to meet planned development targets and objectives.

¹⁹ According to the 2008/2009 Malaria Indicator Survey, infant mortality decreased from 61 to 54 per 1,000 live births and under-five mortality decreased from 121 to 85 per 1000 live births. (Ndiaye, S, et al. 2009. 2008/09 Senegal Malaria Indicator Survey. Calverton, Maryland USA: Centre de recherche pour le développement humain (Sénégal) and Macro International)

1. Health Services Improvement Program Component: focuses on health posts and health centers to ensure a well-coordinated continuum of care for women and children under five. *Geographic focus: nation-wide for malaria. Minimum package in 11 regions (Thiès, Diourbel, Kaolack, Kaffrine, Fatick, Kolda, Sedhiou, Ziguinchor, Louga, and St. Louis, plus the Departments of Pikine and Rufisque in the Dakar Region).*
2. Health Systems Strengthening Program Component: intends to improve the performance of the decentralized (district and regional levels) public health system of Senegal, particularly through the introduction and scale up of PBF. *Geographic focus: 9 regions. Main activities in Kolda, Sedhiou, Ziguinchor, Louga, plus the Departments of Pikine and Rufisque; targeted technical assistance with Belgian Technical Cooperation in Thiès, Diourbel, Kaolack, Kaffrine, and Fatick.*
3. HIV/AIDS/TB Program Component: will provide targeted, relevant technical assistance and institutional support to the GOS to maintain a low national prevalence of HIV/AIDS and to improve detection and treatment of tuberculosis (TB). *Geographic focus: 8 regions; Thiès (Mbour), Kaolack, Kedougou, Ziguinchor, Sedhiou, Kolda, Diourbel (Touba), and Dakar.*
4. Community Health Program Component: will enable the active engagement of beneficiaries in seeking and using health care options at the community level for both urban and rural populations. This is a nationwide program.
5. Health Communication and Promotion Program Component: will provide a variety of advocacy, behavior change communication, and social marketing interventions across Senegal. This is also a nationwide program.

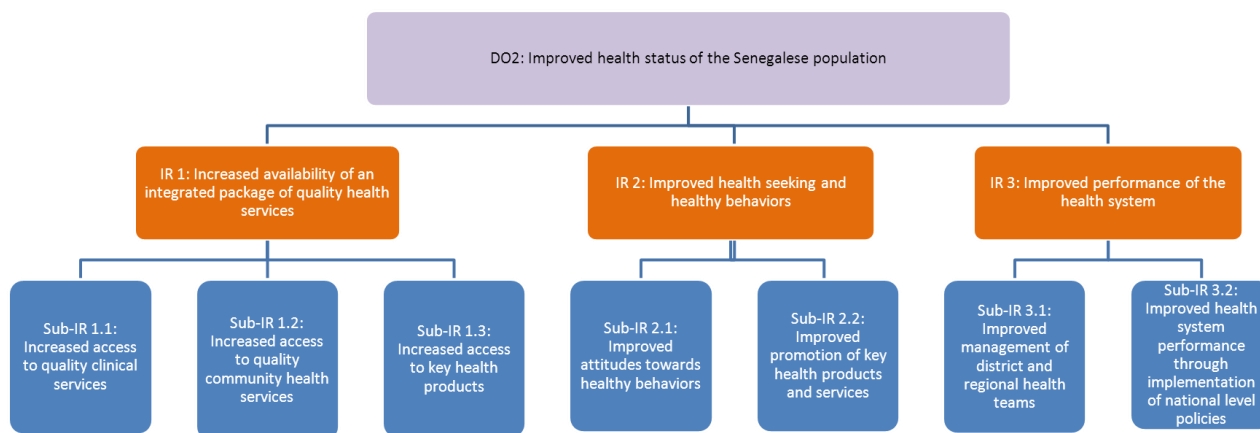
The USAID/Senegal health program essentially maintains the highly integrated program structure of the previous Health sub-strategy based on the successes identified through stakeholder meetings with Ministry of Health counterparts, health care service providers at the regional and district levels, and implementing partners. The Mission used the results of the 2005 Demographic and Health Survey (DHS) as well as the preliminary results of the 2010/2011 DHS to inform much of its new Health program. The data from the DHS focused USAID resources by illustrating the gaps in health service delivery and by demonstrating what behaviors to reinforce. Implementing a system-wide approach, the program will implement high impact interventions in maternal health/child health, and health/nutrition at the policy, clinical and community levels. These interventions will directly benefit women of reproductive age and children under five and will contribute to reductions in the corresponding rates of maternal and under-five child mortality rates. However, the entire population will benefit indirectly from interventions in family planning, HIV/AIDS, TB, and nutrition. As a PMI country, the entire population will also benefit from universal coverage activities as well as system strengthening activities to ensure the availability of malaria care and treatment services. In terms of specific target populations for interventions, the feminization of the HIV epidemic in Senegal necessitates a focus on women as well as a continued focus on most-at-risk populations and youth to avoid an explosion of the epidemic to the general population. Since youth aged 10-19 make up more than a quarter of the Senegalese population, USAID/Senegal will consciously target youth in its health programming, particularly in the areas of HIV/AIDS and reproductive health. These will include youth specific programs in education, economic growth, democracy and governance. A special focus will be placed on the particular need of youth to have access to “youth friendly” services and information both at the community level and through GOS health facilities. This is particularly relevant in the southern regions of the country where there are high rates of teenage pregnancy. This DO will continue to support work underway with the education sector at regional youth counseling centers to ensure this access.

Details of Development Objective 2

Development Objective 2 has three, integrated intermediate results that are critical to improving the health status of targeted Senegalese populations:

IR 1: Increased use of an integrated package of quality health services;
IR 2: Improved health seeking and healthy behaviors; and
IR 3: Improved performance of the health system.

Figure 10: DO2 results framework



Taken together, these three IRs will improve quality and expand access to services and products at the community and clinical/facility levels. USAID/Senegal will also create demand for those services and products to change behavior related to (among other things) antenatal care, insecticide-treated bed net ownership and use, complementary feeding practices, and family planning contraceptive use. The IRs further underscore the critical role of investments in health system strengthening to develop human resources, improve information and drugs/commodities management, raise local financing for the health sector, and enhance the capacities of service providers at the clinical/facility and community level.

Development Objective 2 will integrate programming of PMI, GHI, FTF, as well as the President’s Emergency Plan for AIDS Relief (PEPFAR).

Development Objective 2, designed and validated by the Ministry of Health, will specifically support GOS initiatives to meet the health-related Millennium Development Goals (MDGs 1, 4, 5, and 6), by improving health services and information delivery for vulnerable populations, and strengthening health systems and service delivery through programs that reinforce the nation’s decentralized authority and decision-making. Specifically the health strategy will contribute to achieving the following goals outlined in the Senegal Health Development Plan (PNDS) (2009-2018): (1) reduce maternal mortality by 28 percent, (2) reduce under-5 mortality by 35 percent, (3) reduce neonatal mortality by 30 percent, (4) increase the modern contraceptive prevalence rate by 50 percent, (5) reduce unmet need for contraception by 50 percent, and (5) reduce the prevalence of underweight children under-five by 41 percent.

What follows is a more detailed description of each IR and its causal relationship to DO2. The choice of activities contributing to the achievement of each IR is based on both recognized best practices as well as specific recommendations from program assessments and stakeholder meetings.

IR 1: Increased use of an integrated package of quality health services is predicated on consistent access, both geographically and financially, to health services and products at clinical/facility and community levels. USAID/Senegal will improve the quality and coverage of service delivery focusing on high impact interventions that reduce maternal and child mortality, including the malaria specific disease burden, and mitigate the spread of HIV/AIDS and TB. Highlighted in the Community Health Program evaluation and in discussions with the MOH as a strength of the previous strategy, but also an area for continued support, the Health Program will focus on strengthening the community-to-facility continuum of care to ensure quality service delivery at both the community and GOS health facility levels. This includes emphasis on appropriate referrals/counter-referrals between the two levels and facilitating the necessary oversight and supervision of community health activities by the GOS health care personnel at the district levels. The recent external review of Senegal's expanded program for immunizations revealed a drastic decline in immunization coverage, evidenced by recent polio and measles outbreaks. Whereas the previous Health sub-strategy did not promote intervention in routine immunizations, these revelations necessitate a shift in focus. As a part of this IR, Health Program interventions will emphasize the inclusion of immunizations as a part of the integrated package of health services. While GOS clinicians will receive training as support to ensure that vaccines are administered, community level health workers will be engaged to mobilize communities to demand these services. Gender cannot be ignored in access to health services, products, and information. In the Senegalese context, despite a woman's role as caregiver, the man's role as head-of-household can have a strong influence over whether she takes advantage of maternal, child and reproductive health services. Both men and women will be targeted based on their respective roles in promoting the use of health services.

IR 2: Improved health seeking and healthy behaviors is defined by the active engagement of populations in seeking health care services and the increased demand for health-related products and services. This result is critical to improved health and well-being, and requires a timely use of health services and the adoption of behaviors that support and maintain good health. While the DHS consistently shows that Senegalese have high knowledge of various health care conditions and prevention methods, the Ministry of Health feedback explicitly highlighted the lack of an overarching national health communications framework and support to the National Health Information and Education Service as an obstacle to improving certain key behaviors. For example, the 2011 DHS clearly shows that over 90% of both men and women know about modern contraceptive methods; however, the adoption of modern family planning methods is very low at 12.6%. Bringing together all five components of the health program, the main strategy to achieve this result will be the implementation of a comprehensive behavior change communications strategy across all levels (national, local) via various media (radio, television, print, interpersonal) and methods (social marketing, community mobilization). Achievement of this IR will be spearheaded by the Health Communications Program Component, which will be led by a local organization. In addition to building local capacity and encouraging USAID procurement reform, the program will test local innovations to encourage healthy lifestyles.

As in access to health services, the program will address gender by engaging women and men together and as individual target groups to influence their knowledge, attitudes, practices, and skills related to maintaining their individual health and the health of their families and communities.

IR 3: Improved performance of the health system means that Regional and District Health Managers have both the necessary competencies and the enabling environment to perform. Key areas of human resources strengthening will include support in planning, financing, monitoring, and problem solving for effective day-to-day operation and maintenance of the health system. Similarly, work will be done to strengthen the health information management system, including data reporting, and the drugs/commodities logistics system. This will ensure quality community and facility/clinical services

(including promotion and education activities), timely collection and use of data for decision making, and a reliable supply of essential drugs and commodities to support service provision. USAID/Senegal's work in this area is justified by major setbacks that are directly attributable to health system performance. As mentioned under IRI, Senegal has experienced significant declines in routine immunization coverage, and stock outs of essential drugs for malaria prevention in pregnancy. The latter is confirmed in preliminary data from the 2010 DHS. As proven in other countries, the implementation of innovations like the PBF approach and mutual health organizations will further motivate health personnel by giving them greater autonomy and incentives for effective performance. Performance based financing will be piloted in three districts in the first year to improve key health indicators particularly in maternal and child health and in family planning by providing incentives for improved management and health service delivery. Additionally, the review of the previous health policy and financing program revealed a need to better coordinate policy level work across the program. The new health systems strengthening program component will be empowered to ensure that, for the benefit of the entire program, national level policies are in place and implemented which are conducive to improved performance at the regional and district levels translating into improved service delivery at clinical facilities and community levels.

Aid Effectiveness

As illustrated above, the programming associated with DO2 will complement the GOS's Poverty Reduction Strategy Paper and the Senegal Health Development Plan 2009-2018. This DO's solid foundation in the compendium of MOH health policy documents and strategic plans (e.g., National Road Map to Reducing Maternal Mortality, National Strategy for Child Survival, National Plan to Accelerate Progress in Family Planning and Reproductive Health) will ensure government ownership. The overall strategy was designed with greater aid effectiveness, especially local capacity building, in mind. For example, through Performance Based Financing, USAID will reward health providers and managers for sound fiscal management and service provision. Central-level MOH personnel as well as district and regional-level personnel have been deeply involved in the strategy's conception and will be involved in its implementation. For this new strategy, stronger emphasis has been placed on providing direct assistance to several MOH divisions and programs. Through such investments, USAID/Senegal intends to improve the capacity of the Ministry's current human resource base and to improve the accountability and transparency of the specific host country systems to which they are aligned. This also directly responds to the USAID procurement reform agenda. Most notable is the planned direct-funding assistance to the Reproductive Health Division. Over the life of the strategy, USAID plans to second technical advisors to the National Malaria Control Program and to directly fund the University of Cheikh Anta Diop to conduct research activities. At the decentralized level, the five program components will implement a direct funding mechanism which will provide resources to the local health development plans designed and implemented by the Regional and District Medical Teams. In terms of strengthening local capacity, all five program components have requirements to identify and fund local community-based, civil society, and non-governmental organizations as part of the implementation of the program. It is important to note that the Health Communication and Promotion Program Component will be limited to local competition, meaning only Senegalese institutions will be allowed to compete for the program.

As a part of the Health Sector Donors Working Group, USAID/Senegal is committed to the principles of the Paris Declaration and continuing the robust dialogue with other development partners working in the health sector to assure that its efforts are complementary and remain aligned with GOS priorities. USAID/Senegal will play an important role in facilitating joint planning, management and guidance of health sector investments among the development partners. During the course of program implementation, other development partners will be funding and implementing programs that will contribute to the attainment of the Development Objective and Intermediate Results. Particularly,

USAID, the World Bank, and the Belgian Technical Corporation will collaborate with the GOS as it rolls out performance-based financing, first as a pilot, and then to the rest of the country.

In terms of scope and levels of funding, the most significant health development partners are: the World Bank, which provides budget support and is preparing to fund a program for health financing and policy reform; the Global Fund, which has provided funding for malaria, HIV/AIDS, and TB programs as well as for health systems strengthening; and the UN organizations, UNFPA, UNICEF, and WHO that provide important technical support for such areas as immunization, reproductive health, water and sanitation, as well as maternal, neonatal, and child health. Bilateral assistance also comes from Germany, Japan, France, Luxembourg and Belgium. Several foundations also provide health sector support. The Bill and Melinda Gates Foundation is funding an Urban Reproductive Health Initiative to support the expansion of family planning in major urban areas and also funds the Ministerial Leadership Initiative, which intends to build leadership capacity at the Central Ministry of Health.

Joint programming of health resources with USAID investments in other sectors, i.e., Education, Democracy and Governance (DG), and Economic Growth (primarily Agriculture), is expected so that activities will be mutually reinforcing. There is currently joint planning and in some cases joint funding for health and non-health sector programs. This is anticipated to continue. For example, an opportunity for further collaboration was highlighted in May 2010, when President Obama launched Feed the Future, which intends to tackle the root causes of global hunger and poverty by addressing the challenges to availability and access to nutritious food, as well as its consumption. As a Feed the Future focus country, DO1 and DO2 are piloting a jointly funded program that will integrate nutrition enhancing activities within agriculture programs. Complementary to this, this DO will support the nation-wide scale up of the GOS Nutrition Enhancement Program, which builds on the synergies found within each community to improve nutritional status, particularly of women and children under-five. In addition to the specific campaign activities that target school-aged children for de-worming and vitamin A supplementation, certain health program components will work with the Ministry of Education's Division for School Medicine to reinforce their efforts to provide and expand access to health information. Likewise, in fostering better governance, work in health systems strengthening will incorporate democracy and governance actions to improve management accountability and transparency within the health system.

Although USAID is the primary USG implementer of health programs in Senegal, USAID/Senegal has demonstrated inclusive leadership by capitalizing on the contributions of other USG entities to achieve the DO. The President's Malaria Initiative, led by USAID and implemented together with the U.S. Centers for Disease Control and Prevention (CDC), was launched as a five-year funding initiative beginning in fiscal year 2006 and in 2008 the program was renewed until 2014. Together, USAID and CDC will continue to implement a successful program which:

- purchases and distributes insecticide-treated nets;
- supports indoor residual spraying;
- procures Artemisinin-based Combination Therapies;
- improves malaria diagnosis and treatment in health facilities through the purchase of microscopes;
- trains service providers at health facilities and at the community level;
- monitors antimalarial drug efficacy and quality, including entomological resistance;
- provides training in epidemiology, monitoring and evaluation;
- conducts communication activities from national to community levels; and

- supports nationwide household surveys such as the Demographic and Health Survey and the Malaria Indicator Survey.

Together with the CDC, USAID will improve HIV surveillance systems in Senegal, specifically by supporting the expansion of routine sentinel surveillance, conducting a second combined surveillance survey for high risk groups, and conducting a size estimation evaluation of high risk groups. The CDC also supports the Monitoring and Evaluation Unit of the National AIDS Council and the HIV/AIDS division to build their capacity to plan, monitor, report, and analyze data for decision making.

Complementing USAID's work in HIV/AIDS in the civilian population is the Department of Defense's HIV/AIDS Prevention Program (DHAPP) which provides the Senegalese military with HIV prevention, treatment and care services. Another USG partner, Peace Corps, trains volunteers to support a number of different community-level health-related activities including malaria prevention and control efforts under PMI, community nutrition monitoring (including community and school gardens); and water, sanitation, and hygiene promotion. For example, demonstrating the determination of Senegal to combat malaria, Peace Corps developed a strategy to reach universal coverage and piloted it in two southern districts in 2009-2010, in partnership with several organizations. The National Malaria Control Program, with the support of USAID and other partners began scaling up this approach in 2010. Currently, six regions have benefited from this partnership.

Critical Assumptions and risks

Significant changes to the political stability of the country and the GOS's financial and political support could impact Senegal's health indicators and health sector performance, along with USAID/Senegal's ability to achieve DO2 and its IRs. These factors include the GOS's continuing effort to undertake and fund policy reforms over the medium term. Although Senegal's economy has been growing, food costs and food security are a mounting concern. In a similar vein, reduced incomes may divert beneficiary attention away from paying for health services, to more basic needs. Lastly, within the context of a global economic downturn, this program assumes that resources from the USG will remain constant and those complementary resources from other key donors remain strong.

Climate change threatens human health, both directly and indirectly, affecting all parts of society and the social support systems which aid that society. Attempting to mitigate the effects of climate change on human health is especially challenging in the developing world where populations and ecosystems are the most vulnerable²⁰. The extent of climate induced impacts will depend on the country and the existing public health system. The likely effect on human health will be increased outbreaks of infectious diseases such as malaria, dengue fever, and diarrheal diseases, malnutrition, thermal stress and respiratory diseases. The linkages between population growth and climate change include an increased demand for limited resources attributable to rapid population growth. The UN argues for universal access to family planning methods as a method of addressing the roots of climate change.

Climate change is certain to impact the fragile ecosystems and health status of the Senegalese population overtime. In response to the threats of climate change, and in keeping with current literature, the USAID/Senegal Health Program takes a system-wide approach to adaptation and views climate change as

²⁰ Costello, Anthony; Abbas, Mustafa; Allen, Adriana; *et al.* (2009, May). Managing the health effects of climate change. *Lancet*, 5/16/2009, Vol. 373 Issue 9676, pg. 1693-1733.

a stressor placed on the health system as a whole²¹. Through the Health Systems Strengthening Component, USAID/Senegal will raise the awareness of stakeholders in the Ministry of Health on how to mitigate the threat posed by climate change. A reinforced health system, capable of responding to a host of stressors, will be adaptable to climactic variables that have an impact on human health.

Development Objective 3: More effective citizen participation in the management of public affairs at the national and local levels

Overview

The development hypothesis for Development Objective 3 (DO3) assumes that education will provide the foundational understanding necessary for citizens to participate in Senegal's political processes. The hypothesis also assumes that a robust and inclusive political framework will encourage citizens to contribute to their country's democratic governance. Neither Intermediate Result (IR) alone is sufficient to achieve the Development Objective; both are needed to produce "more effective citizen participation." Development Objective 3 is a multi-sectoral effort to strengthen Senegal's human and institutional capacities. **It is premised on the development hypothesis that if democratic governance processes at both local and national levels are strengthened, and if youth are educated to better articulate and advocate for their priorities, then citizens will be able to participate more effectively in their society and to contribute more meaningfully to Senegal's development.** Toward that aim, greater educational attainment will be promoted in an effort to improve literacy and numeracy as well as to foster a strong sense of civic responsibility. Consistent with the new USAID Education Strategy, USAID/Senegal will devote greater attention toward improving reading and numeracy skills in Grades 1-8, as well as to basic education system-wide performance. At the same time, democratic structures will be strengthened to afford citizens the opportunity to engage with their government more effectively. A strong emphasis will be placed on supporting national-level institutions of power and local level governance. Key local level governance activities will be implemented in collaboration with DO1 and DO2. Development Objective 3 supports several national strategies, including: the 2000-2015 Master Plan for Education and Training, the decentralization law, as well as plans to increase institutional and human resource capacity.

Between 2007 and 2011, USAID/Senegal commissioned a number of analyses to inform the development of this new strategy including a 2010 gender assessment, a 2010 urban assessment, and a 2011 youth assessment. In developing DO3, USAID/Senegal reviewed these studies as well as issues such as Senegal's demographic, economic, and political dynamics including employment, urbanization, job market, the potential for conflict, corruption, and the strength of Senegal's democracy and civil society organizations. Additionally, USAID/Senegal conducted institutional reviews of the Ministry of Education and of the public school system to assess the quality and relevance of education. The Mission also determined the capacity of regulatory agencies to determine which institutions were best positioned to increase transparency and accountability.

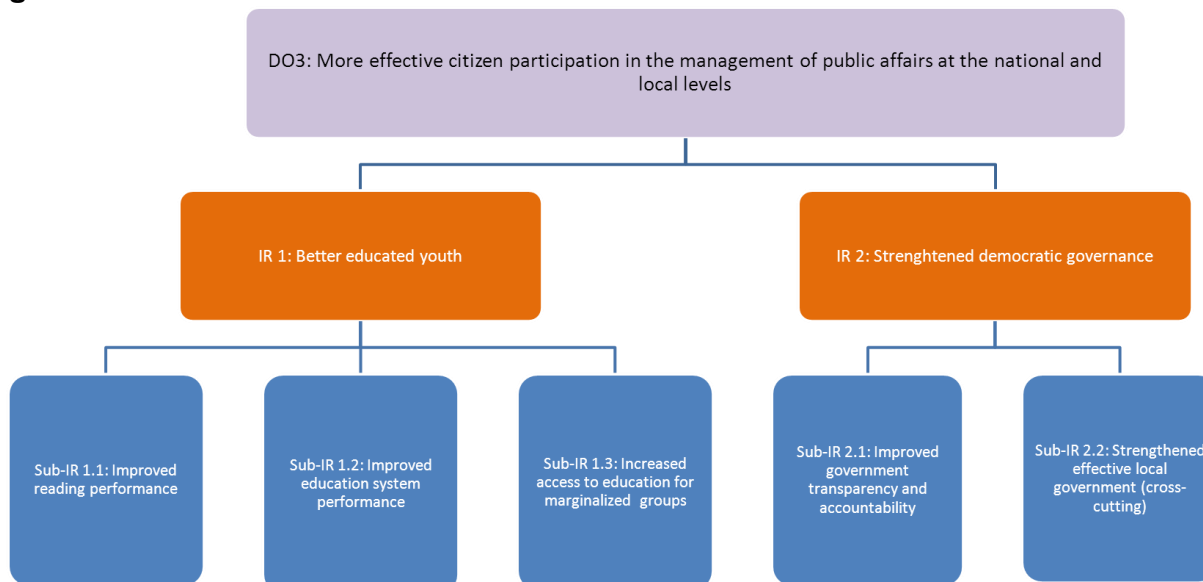
Details of Development Objective 3

Development Objective 3 has two, integrated intermediate results (IR) to reach its objective of more effective citizen participation:

²¹ Frumkin, Howard; Hess, Jeremy; Luber, George; Malilay, Josephine; McGeehin, Michael. (2008, March). Climate Change: The Public Health Response. *American Journal of Public Health*, March 2008, Vol. 98 Issue 3, p435-445, 11 p, 3 charts.

IR 1: Better educated youth; and
IR 2: Strengthened democratic governance.

Figure 11: DO3 results framework



Planned activities will respond to many of the current challenges highlighted in Senegal’s new Economic and Social Policy Document (DPES 2011- 2015), such as a need to promote transparency and accountability and to combat corruption, leading to an improved investment climate, increased economic growth and a strengthening of poverty reduction efforts. Interventions will address the needs of vulnerable groups (youth, residents of the Casamance in the SFZ, the rural and urban poor, the unemployed, and people with disabilities); support Senegal’s decentralization efforts; strengthen democratic processes and anti-corruption systems; mitigate the risk of conflict associated with elections in 2012 and beyond; and improve literacy and basic education completion rates. USAID/Senegal plans to address these issues by building on existing institutions, the strong capacity among individuals, the country’s dynamic civil society, the long history of democracy and civic engagement, and the commitment of the government, private sector, and community to education.

Achieving effective citizen participation requires necessary investments in human capital through education and strengthened democratic governance. A functioning democracy requires a literate population and, through its education interventions, USAID/Senegal will empower Senegalese youth with the skills needed to confidently navigate the country’s political and economic systems. USAID basic education resources will therefore be directed toward enhancing reading and, to a lesser extent, math skills in grades 1-8 in alignment with the new USAID Education Strategy, and will integrate civic education to instill a sense of civic responsibility early on. It must be noted that, at the end of the five-year strategy period, students who were 7th and 8th graders in 2011 will be adults of voting age by 2016. In addition, those children currently in USAID/Senegal-supported middle schools are now receiving civic education and will be entering adulthood during the strategy period. In both groups, USAID/Senegal will enhance the literacy and numeracy skills necessary to effectively navigate Senegal’s economy as well as foster an understanding and a desire to participate in the country’s political development.

However, even educated citizens will not feel empowered to participate in the civic affairs of their country if they believe that their actions will be stymied by a corrupt government or rendered

ineffective by an active, but at times disorganized, civil society. USAID/Senegal will therefore complement its education interventions with activities that promote more inclusive government by working with the GOS to increase transparency and accountability. Efforts to improve fiscal decentralization at the local government level will be fostered largely by leveraging Feed the Future and Global Health Initiative investments as both include sizable program components to advance decentralization in their respective sectors. In addition, USAID/Senegal will increase the effectiveness of non-government actors' contributions to public policy development by increasing access to information and by including marginalized groups such as women and youth in policy discussions.

DO3's two intermediate results are described in greater detail below. Both IRs will seek to include marginalized groups such as youth, people with disabilities, and disadvantaged populations in all interventions. This DO also helps support the GOS's efforts to meet the eligibility requirements for MCC: improving girls' education and supporting efforts to fight corruption.

IR1: Better educated youth is key to transforming individuals from constituents to active citizens, allowing them to participate meaningfully in the economic and political life of their country. At the heart of educating youth in order to build a more effective citizenry, is the notion of strengthening foundational skills in primary schools, such as reading, that impact the ability of youth to effectively engage in the political process. As global statistics show²², people of voting age with a primary education are 1.5 times more likely to support democracy than people with no education. Educated citizens are better able to articulate and advocate for their development priorities, and lead political parties and civil society groups. Their participation will be more effective and will lead to innovative solutions to assist poor and vulnerable populations, a key focus of USAID's programming. Well-educated citizens are also more likely to access information and communication technologies that provide a window to the world at large, allowing them to review their country's place in the international community and to better understand its political, social and economic strengths and weaknesses.

Through USAID-supported activities, primary schools will serve as resource centers for communities where youth can access reading materials and basic information technologies. In accordance with Government of Senegal priorities and in alignment with the USAID Education Strategy, USAID/Senegal will focus on improving reading skills of learners in grades 1-8. USAID/Senegal will fully align with the global USAID Education Strategy by 2013. Also in line with the USAID Education strategy, USAID will improve access to upper primary education (grades 7 and 8) in conflict-affected areas of Senegal. USAID will leverage its experience increasing access to middle schools throughout Senegal since 2003 and refocus access programs on upper primary in the conflict-affected Casamance region. Informed by various analyses of the Education sector²³, USAID/Senegal's education efforts are multi-pronged to provide youth with targeted support in areas of noted deficiencies. As such, USAID/Senegal will focus resources on three complementary areas to tackle the barriers to developing better educated youth in Senegal.

First, USAID/Senegal will improve reading performance of primary school students nationwide by improving instruction and delivery systems, strengthening school monitoring and student assessment systems, as well as building research and evaluation capacity within the Ministry of Education. To a lesser degree, USAID resources will also be directed toward improving math competencies. As the newly elected chair of the Education donor group for the next three years, USAID/Senegal will use its leadership role to advocate that other donors take on larger scale improvements in math skills. USAID/Senegal will also coordinate with other donors to ensure that resources are used more

²² UNESCO 2011 Education for All Global Monitoring Report.

²³ Analyses that informed this strategy include the 2009 Quality of Education Assessment, 2011 Youth Assessment, and program evaluations.

efficiently and effectively to support improved primary education. This strategy recognizes the importance of educating children initially in their native languages where possible to allow for earlier comprehension and a smoother transition into other languages in subsequent years. Thus, USAID will look for opportunities to engage with the GOS on small scale pilot projects to explore the feasibility of local language instruction, a sensitive and highly political issue.

Second, USAID will complement its focus on reading by strengthening the performance of Senegal's education system through teacher training to enhance the quality of instruction; curriculum reform to tie the skills taught to the needs of the economy; and school governance activities to strengthen oversight of interventions. USAID/Senegal will build on its experience in whole school approaches, teacher training, and remedial education to improve learning outcomes, especially reading skills in the early primary grades, and to promote a culture of reading. Toward that aim, USAID/Senegal will work with the GOS to effectively hire, train, and monitor the performance of teachers with a focus on hiring more female teachers as they are underrepresented in the teaching profession. This approach will enable USAID/Senegal to simultaneously strengthen GOS management, financial, and technical capacities through the use of existing government systems and institutions. In addition, USAID will rehabilitate a limited number of teacher training centers to enable teachers to learn the skills needed to improve reading and math learning outcomes. Through it all, USAID will coordinate with community stakeholders, strengthening their ability to oversee interventions as well as to participate more effectively in policy dialogues.

Third, USAID/Senegal will increase access to basic education for marginalized groups in the Casamance area of the SFZ, such as displaced youth, children in non-formal schools unable to access the formal education system, and girls transitioning to middle school. For the past 30 years, the southern Casamance region has suffered from an ongoing conflict between the Government of Senegal and the Movement of Democratic Forces of Casamance (MFDC), an armed separatist group. Insecurity and violence plague this region as regular armed clashes continue to destabilize the region socially, politically and economically. In this region, USAID will continue to support local governments to rebuild a limited number of schools destroyed in conflict-affected communities, support activities that improve reading and math student learning outcomes, increase community participation in school governance, and reduce the number of out-of-school youth potentially drawn to the rebel movement. USAID/Senegal will complement those efforts through policy dialogue on how to support vulnerable children, prevent the trafficking of children, and promote gender equity in education.

More limited access to educational opportunities and higher illiteracy levels among women reflect some of the gender barriers to education in Senegal that lead to distinct imbalances in retention and educational attainment. Currently, most new teachers entering the profession are men. USAID/Senegal plans to address the gender imbalance in schools by working with the GOS to hire more female teachers and training them to serve nationwide as role models for young girls and by developing strategies to promote improved access and retention for girls.

IR2: Strengthened democratic governance will allow more citizens to participate in improving the performance of Senegal's democracy, promote greater political rights and civil liberties, and reduce the perception that the GOS is not doing enough to fight corruption²⁴. The 2004 Democracy Assessment that was updated in 2009, the 2007 Corruption Assessment, the 2009 Conflict Assessment, the 2010 Civil Society Environment Assessment, the NGO Sustainability Study, as well as previous democracy, governance, and conflict program evaluations highlighted deficiencies, successes, best practices and recommendations that have informed this new strategy. To achieve its intermediate result,

²⁴ 2008 Transparency International Global Corruption Barometer data

USAID/Senegal will support improving government transparency and accountability at the national level and strengthening effective local governance in collaboration with FTF and GHI programs in the Casamance area of the SFZ. Due to its importance, USAID will also integrate democratic governance through education and the sectors supported by the other two DOs.

USAID/Senegal will seek out opportunities with the greatest potential to improve democratic governance by working with the national government, local governments, civil society organizations, and independent media. This multi-pronged approach has the potential to significantly impact Senegal's democratic performance.

At the national level, the approach includes working with the GOS to improve its internal processes for transparency, working with civil society to increase their ability to play a more effective oversight role, and increasing awareness of the population about the potential impact of mismanagement and their role in helping to improve governance in Senegal. Part of this effort will include support for a transparent electoral process. USAID will help strengthen the capacity of regulatory and oversight agencies to promote policy and institutional reforms and to carry out their mandates to prevent corruption and ensure good governance. For example, USAID will assist the Commission Against Non-Transparency, Corruption and the Misappropriation of Public Funds. Its potential role is important, but it needs more power to initiate corruption investigations, start judicial processes, increase legal access of the public to pertinent government information, train civil society organizations in tracking government budgets and expenditures, and support processes to communicate this information.

At the local level, USAID will support local governments to be more transparent and accountable. As noted above, activities under DO1 and DO2 pay significant attention to improving the effectiveness of local governments to support the health and agriculture sectors. Simultaneously, USAID will enhance the capacity of civil society organizations to lobby for reform as well as engage with and monitor said local governments. As part of its efforts, USAID will increase awareness of the importance of fiscal decentralization. Toward that aim, USAID will enhance the ability of local governments to raise and manage revenues all the while mobilizing civil society actors to effectively oversee how funds are spent. This will ensure that resources are used efficiently to meet the needs of constituents. In addition, USAID/Senegal will support Senegal's use of information and communication technology to disseminate information on good governance and governance irregularities. Possible technologies include a good governance website, text messaging and community radio.

Despite efforts to strengthen grassroots organizations and to encourage dialogue between factions, USAID/Senegal's peace-building efforts in the Casamance have been hindered by the lack of a genuine desire on the part of all parties involved to resolve the conflict. Though USAID/Senegal's support led to a peace accord between the MFDC and the GOS in 2001, sporadic violence from both parties afterwards reflected a disregard for the accord's tenets. The conflict appears to be waning after a 30-year period and has reached a stage of "no peace, no war" where only high-level political involvement can solve the conflict. Much of USAID/Senegal's CDCS is focused on the Southern Forested Zone, which includes the Casamance. Given the region's development challenges and growth potential, USAID/Senegal will not disengage from the Casamance. Rather, the Mission will now focus resources on promoting economic growth, health, education, and governance. By investing in the Casamance, USAID/Senegal reduces the local population's sense of marginalization, a grievance which led to and continues to stoke the conflict. In addition to social sector assistance, the Mission will implement small-scale peace-building activities at the community level if DCHA/CMM central funds are available although USAID will no longer be actively involved in the Casamance peace process at the national level. Development Objective 3 will reinforce local good governance practices, support decentralization

processes (especially fiscal decentralization), and work with communities affected by the Casamance conflict in reconciliation efforts.

A number of gender-related constraints inhibit women from fully participating in civic life and local governance. Women face inequitable access to resources and social networks that constrain their ability to join community decision-making bodies or to run for elections. Furthermore, they are often marginalized or discriminated against when attempting to access, control or profit from local resources, technical training, and technology. USAID/Senegal plans to minimize/mitigate gender issues by ensuring greater involvement of women's organizations to advocate for peace, stability, and good governance as well as by including men at every step of the process to ensure the needs of both genders are met. Additionally, USAID/Senegal plans to address gender barriers by:

- developing a mentoring program that links women who are moving into local government positions with women who have already occupied positions;
- building on the momentum of the recently passed bill on gender parity in elections to provide capacity building training to women to become candidates for elections; and
- establishing new programs to support women's knowledge of the electoral process.

USAID/Senegal will continue to promote human rights principles through a participatory, bottom-up approach as part of the Mission's governance efforts to create an enabling environment in which to raise and ultimately address (among other things) human rights concerns in a manner that is culturally acceptable and sustainable.

Aid Effectiveness

USAID/Senegal will uphold the principles of the Paris Declaration by supporting GOS strategies and, where possible, channeling aid through local institutions. USAID/Senegal will implement some of the education activities under DO3 through a Fixed Amount Reimbursement agreement with the host government to build their capacity and through partnerships with the private sector. As opportunities arise, more activities will be implemented by the GOS (at both national and local levels) and local non-governmental organizations. Resources will be devoted toward not only enhancing technical capacity but also institutional capabilities, which together should lead to the improvement of management and education outcomes. USAID/Senegal will also engage other representatives of civil society as well as citizens at large to promote greater grassroots ownership and engagement in development activities.

Development Objective 3 will work with a number of ministries including: the Ministry of Basic Education; the Ministry of Decentralization, and the Ministry of the Interior. Additional relevant partners include the Autonomous Electoral Commission; the Delegation to Reform the State (part of the Presidency); the National Commission against Non-transparency, Corruption and the Misappropriation of Public Funds; the National Agency to Re-launch Activities in the Casamance; and the Parliament. However, partners will also change over time to respond to where opportunities to improve democratic governance are expected to have the greatest impact.

A number of donor organizations actively support Senegal's efforts to improve basic education and to reach its Millennium Development Goals related to primary education, including: the World Bank, the Japan International Cooperation Agency (JICA), the French Development Agency (AFD), the African Development Bank (ADB), and the Canadian International Development Agency (CIDA). To date, USAID/Senegal has been the main donor supporting middle school education. In an effort to offset the gap created by USAID's transition to primary school in accordance with the USAID Education Strategy,

USAID/Senegal will use its position as chair of the Education donors group to encourage other donors to contribute toward middle schools. In addition to the Education group, USAID will also chair donor groups for elections, decentralization, and Casamance. USAID is also the main donor supporting increased national level transparency and accountability (including the 2012 elections). The European Union and Germany work closely with the USG in the area of support for the electoral process, Casamance and decentralization. Decentralization is also supported by Spain, Canada, and France.

In education, USAID/Senegal will continue to leverage private sector resources through public-private partnerships with local and international firms. Democracy and governance efforts will be closely coordinated with the US Embassy and other U.S. Government entities on issues related to policy dialogue which requires support from the highest levels of the Senegalese government.

Critical Assumptions and Risks

Competing political priorities, election year sensitivities, transition, and continued conflict in the Casamance are constraints to educating Senegal's youth and strengthening governance. To mitigate these issues, DO3 focuses on building demand for improvements through private citizens, government employees, civil society, and the media. In addition, DO3 will need the GOS and other donors to continue investing in both efforts, as well as to continue working in partnership to implement activities, improve institutional management and monitor capacities at the decentralized level. Necessary reforms that would support DO3 include: full implementation of the existing decentralization law, local government strengthening, the establishment of more powers for oversight bodies²⁵, an anti-corruption policy harmonized with the UN Convention signed by Senegal, institutional reforms in the teacher training system to hold education managers and teachers accountable for student learning outcomes in reading and math, enhanced education system policy reforms that promote greater engagement, accountability and transparency by community and civil society, and development and institutionalization of a culture of evaluation and assessment.

3. MONITORING, EVALUATION AND LEARNING

All development efforts should be geared toward enabling individuals to thrive within their communities. Work, community, health, educational opportunities, and political institutions all contribute to a sense of well-being. USAID activities will therefore increase opportunities for better jobs, healthcare, education, and good governance. UNDP's Human Development Index (HDI) provides a multi-dimensional measure of well-being by combining indicators of life expectancy, educational attainment and income into a composite human development index, The HDI will serve as the indicator for the CDCS goal and will be monitored yearly through UNDP's annual Human Development Report. For more information about the HDI, please refer to <http://hdr.undp.org/en/statistics/hdi/>.

²⁵ ARMP, IGE, and CNLCC must be allowed to report and engage the justice system to address irregular practices or outright illegal practices in such areas as procurement, etc.

USAID/Senegal concluded that three Development Objectives are necessary and sufficient to the achievement of its CDCS goal: The well-being of Senegal's citizens improved through support for Senegal's Political, Economic, and Social Development Plan (DPES). Those DOs are:

DO1: Increased inclusive economic growth,

DO2: Improved Health Status of the Senegalese Population, and

DO3: More effective citizen participation in the management of public affairs at the national and local levels.

The intermediate results (IRs) that support the economic growth DO are “inclusive agriculture sector growth”; “increased private sector trade”; “improved management of natural resources”; and “improved nutritional status, especially of women and children”. It is worth noting that the nutritional status IR is also necessary to the achievement of the health status DO that is a function of the following additional IRs: “increased use of an integrated package of quality health services”; “improved health seeking and healthy behaviors”; and “improved performance of the health system”. Sub-IRs underneath the performance of the health system-related IR contribute to the citizen participation DO that is achieved when there are “better educated youth”; and “strengthened democratic governance”. The attainment of the DOs and sub-results will be measured against DO-level indicators as well as IR and sub-IR-level indicators. Annex B specifies some illustrative indicators.

USAID/Senegal will add to the listed indicators, as appropriate, specific sex-disaggregated indicators to capture the change in men's and women's relative positions in terms of outcomes in areas such as economic participation and opportunity, educational attainment, political empowerment, health, civil liberties, and ownership rights. The data will be collected from qualitative sources, such as interviews and focus groups, and from existing secondary data sources.

Implementing partners are primarily responsible for collecting implementation-related data and submitting them to USAID/Senegal through periodic activity reports. Overall, the approaches to data collection will emphasize (a) local capacity building and institutionalization to promote sustainability; (b) dialogue, consultation, coordination, and alignment with host country institutions and organizations to ensure ownership; and (c) joint funding of data collection efforts. Partnerships with multiple stakeholders, including other USG agencies, donors, implementers, targeted GOS offices, and local non-governmental organizations is crucial to ensure more vigorous and sustained efforts to data collection. This participatory approach lays the foundation for increased efficiency and ownership by successfully engaging all parties and sharing responsibilities for monitoring and information gathering activities.

It is in the interest of USAID/Senegal to partner, coordinate, and align with the various stakeholders because most of the data for DO-level indicators originate from secondary sources and cannot be collected on an annual basis due to complexity and cost considerations. In this respect, USAID/Senegal will work closely with the relevant government offices at all levels to institutionalize data collection, processing, analysis and reporting to ensure timely availability of data to track performance and inform decision making processes. For instance, USAID/Senegal will support the Directorate of Analysis, Forecasting and Statistics (DAPS) to coordinate the use of the ECOWAS-required M&E system, the Regional Strategic Analysis and Knowledge Support System (ReSAKSS). USAID will also place a Foreign Service National who is an M&E specialist in DAPS to support their use of this new system.

USAID/Senegal is also committed to strengthening and building capacity within the National Agency for Statistics and Demography (ANSD). USAID/Senegal regularly contributes to data collection budgets and provides the relevant technical assistance to ensure timely availability of data that meet validity,

reliability, timeliness, precision and integrity quality standards. USAID's M&E Specialist will support ANSD as it launches Senegal's first continuous DHS and support the agency as it transitions from a system of traditional keying to optical scanning or possibly the use of handheld devices to capture data. USAID will also strengthen Senegal's Health Management Information System (HMIS) by building capacity of health district/regions in M&E through trainings in data collection, analysis, dissemination, and use for informing decision making at the local level. To enhance the use of data, there will be quarterly reviews and presentations to locally elected officials who are the cornerstones for sustaining the HMIS.

USAID/Senegal is fully committed to meaningful and timely evaluation and research that will inform decision making processes. USAID/Senegal takes advantage of the annual Performance Plan and Report (PPR) to list complete and planned evaluations. The annual update of the Performance Management Plans (PMPs) and the analytical agenda further helps to maintain the list of planned evaluations/studies as current as possible. For all studies, the processes include (a) consultations with a wide range of stakeholders to agree on the terms of reference, research questions, and data collection tools; (b) organization of in/out-briefings by the study teams for USAID, implementers, and the GOS; (c) sharing of draft reports for comments; and (d) wide dissemination of the final reports.

Structure of M&E team

USAID/Senegal has three full-time M&E specialists in-house and two short-term Foreign Service National M&E specialists within GOS institutions (DAPS and ANSD). Recently, it established an evaluation working group to ensure the implementation of USAID's new Evaluation Policy. Moreover, implementing partners have recruited M&E staff to satisfactorily monitor and evaluate interventions. To ensure that staff is well-equipped to manage monitoring and evaluation plans and to analyze data, USAID/Senegal will participate in the centrally-funded technical assistance program being implemented by the International Food Policy and Research Institute for improved monitoring and evaluation capacity.

Portfolio-wide evaluation questions include, but are not limited to, the following:

- Do we achieve the highest development result when all three DOs are present in the same region as compared to places where the DOs operate in isolation?
- What are the obstacles to coordination and achieving the highest ultimate result when the DOs operate in the same region?

DOI (*Increased inclusive economic growth*) high priority evaluation questions include, but are not limited to, the following:

- Is USAID's impact on wealth creation greater in the places where we have both agriculture and healthy behavior change interventions as compared to places where we only have one of these programs?
- Is USAID's impact on the incomes of the rural poor greater with a comprehensive approach to value chain development for only a few commodities as opposed to an approach focused on the smaller segment of the chain for several commodities?

DO2 (*Improved Health Status of the Senegalese Population*) high priority evaluation questions include, but are not limited to the following:

- Are additional components necessary to achieve the DO?

- Is USAID's impact on health status greater in the places where we have both democratic governance and health seeking interventions as compared to places where we only have one of these programs?
- Do health centers operating under a PBF scheme have better health outcomes?

DO3 (More effective citizen participation in the management of public affairs at the national and local levels) high priority evaluation questions include, but are not limited to, the following:

- Are additional interventions to education and governance necessary to achieve the DO?
- Are those additional interventions related to any critical assumptions that we will need to specify as intermediate results underneath the DO?

USAID/Senegal has identified the above questions as possible topics for impact evaluations and will determine which questions to address depending on the management needs of the Mission. In addition, DOI has already determined to undertake an impact evaluation of the FTF program and DO2 has determined it will undertake an impact evaluation of Performance Based Financing. As required, USAID/Senegal will partly or entirely fund complementary studies from which information can be drawn upon to establish and inform baseline data. For instance, the fifth DHS, currently underway, will provide baseline impact and outcome level data for health. The WFP-led livelihood survey will provide food vulnerability-related data.

USAID/Senegal will encourage a participatory approach that engages key stakeholders throughout the evaluation processes. Ways to involve a wide range of stakeholders early and continuously include peer review of the terms of reference, consultations to agree upon research questions and data collection tools, organization of in/out-briefings by the study teams, peer review of draft reports for comments, and wide dissemination of the final reports through submission to the USAID Development Experience Clearinghouse, stakeholder workshops, etc. USAID/Senegal will also utilize existing central mechanisms and resources in order to issue quality terms of reference and conduct cost-effective evaluations.

In an effort to make better use of its program data, USAID/Senegal is one of two Missions worldwide to pilot the Mission Portfolio Management System (MPMS) which will enhance the efficiency of reporting and allow the Mission to better track the progress of its strategy. Through a USGS agreement, USAID/Senegal put in place a basic GIS system that maps project locations by sector. Efforts are now underway to capture, among other things, the types of health services supported by USAID. In addition, USAID/Senegal will map interventions related to the four value chains prioritized in the FTF strategy. Consistent with USAID *Forward* and the Administrator's stated priority of working with local partners and building local capacity, USAID/Senegal will collaborate with a local entity that has already been working with US Geological Survey data. USAID/Senegal is also in frequent contact with the USAID GIS center.

In August of 2011, USAID/Senegal issued a revised version of its Mission Order (MO203-4) for monitoring and evaluating program performance. The Mission Order formalized the recently established evaluation working group and aligned USAID/Senegal Mission policies with the USAID Evaluation Policy. USAID/Senegal designates the Program Office Director to serve as the evaluation point of contact (POC), and the Program Office's three M&E Specialists as the alternate POCs.

ANNEX A. CDCS STAKEHOLDER LIST

1	Abt Associates
2	Accelerated Growth Strategy (SCA)
3	ADEMAS
4	African Development Bank
5	Agence Nationale de Relance des Activités en Casamance (ANRAC)
6	Assemblée Nationale
7	Association Sénégalaise de Coopération Décentralisée (ASECOD)
8	Canadian International Development Agency (CIDA)
9	Cellule pour la lutte contre la Malnutrition
10	Centre des Etudes et de Politiques pour le Développement
11	ChildFund
12	CIME
13	Collectif des Chefs d'établissement (Président)
14	Confédération Nationale des Employeurs du Sénégal
15	Confédérations syndicales de l'éducation et de la santé
16	Conseil des ONG d'Appui au Développement (CONGAD)
17	Conseil Economique et Social (le Président)
18	Conseil National de Concertation et de Coopération des Ruraux (CNCR)
19	Conseil national du patronat du Senegal (CNP)
20	Conseil Régional de Dakar (Président)
21	Cooperation Belge
22	Cooperation Française
23	Coordonnateur du groupe informel des bailleurs de fonds pour l'Education (ACDI)
24	Counterpart International
25	Délégation a la Réforme de l'Etat et à l'Assistance Technique (DREAT)
26	Direction de l'Equipeement scolaire
27	Direction de la Planification et de la Réforme de l'Education
28	Direction de l'Administration générale et de l'Equipeement
29	Direction de l'Enseignement secondaire général (Directeur)
30	Direction des Constructions scolaires
31	Direction des Ressources Humaines
32	District Health Management Teams
33	Economic Growth Office National Coordinators
34	Enda Prospectives Dialogues Politiques

ANNEX A. CDCS STAKEHOLDER LIST

35	European Union
36	Faculté des Sciences et Technologies de l'Education et de la Formation
37	Family Health International
38	Fédération Nationale des Associations de Parents et d'Elèves du Sénégal (Le Président)
39	Forum Civil
40	German Technical Cooperation Agency (GTZ) - PRODEL
41	Global Fund Country Coordinating Mechanism
42	Government of Belgium
43	Government of France
44	Government of Italy
45	Government of Luxembourg
46	Government of Spain
47	Government of the Netherlands
48	Helen Keller International
49	Initiative Prospective Agricole et Rurale (IPRA)
50	Inspection d'Académie de Dakar
51	Inspection des Daaras (MEPEMG)
52	Inspection Générale de l'Education Nationale
53	IntraHealth
54	Japan International Cooperation Agency
55	Luxembourg Development
56	Médecin Chef de District
57	Médecin Chef de Region
58	Ministry of Competitiveness and Good Governance
59	Ministry of Decentralization and Local Collectives
60	Ministry of Economy and Finance
61	Ministry of Energy
62	Ministry of Family
63	Ministry of Health
64	Ministry of Higher Education
65	Ministry of Justice
66	Ministry of Professional and Technical Studies
67	Ministry of Telecommunications, Information Technology, and Communication
68	Ministry of Early, Primary, and Secondary Education (Monsieur le Ministre)
69	Ministry of the Environment

ANNEX A. CDCS STAKEHOLDER LIST

70	Ministry of Youth
71	National AIDS Council
72	National Malaria Control Program
73	National TB Program
74	Parliamentarian Family Planning network
75	Pfizer
76	Plan Senegal
77	Présidence de la République (Conseiller Spécial du Président chargé de l'éducation)
78	Programme Gouvernance et Paix (PGP)
79	Programme National de Développement Local (PNDL)
80	Réforme de l'Education (Le Directeur)
81	Regional Health Management Teams
82	Réseau Africain Pour le Développement Intégré (RADI)
83	Réseau Islam et Population
84	Réseau Siggel Jiggen
85	Senat (le Président)
86	SG (MEPEMG)
87	SONATEL
88	Syndicat des professeurs du Sénégal
89	Syndicat unique des enseignants du Sénégal
90	UES
91	UNFPA
92	UNICEF
93	Union démocratique des enseignants du Sénégal
94	Union Nationale des Commerçants et Industriels du Sénégal (UNACOIS)
95	World Bank
96	World Education
97	World Health Organization

ANNEX B. M&E TABLE

Result level	Indicator statement	Baselines		Targets					Data Collection	
		Year	Value	Year 1	Year 2	Year 3	Year 4	Year 5	Method	Periodicity
Goal: The well-being of Senegal's citizens improved through support for Senegal's Political, Economic, and Social Development Plan (DPES).	Human Dev't Index (HDI) value	2011	0.459	TBD	TBD	TBD	TBD	TBD	International Human Development Indicators (UNDP)	Yearly
DO 1: Increased inclusive Economic Growth	% growth in GDP	2010	4.2	4.5	4.8	5	5.3	5.6	Review of national accounts report	Yearly
IR 1.1: Inclusive agriculture sector growth	Percent growth in agricultural GDP	2010	4.5	3.8	3.9	4	5	6	Review of national accounts report	Yearly
IR 1.1: Inclusive agriculture sector growth	Expenditures of rural households	2011	Survey is underway and the results will be available in 2012.	TBD	TBD	TBD	TBD	TBD	Household living conditions Survey	Every 2-3 years

ANNEX B. M&E TABLE

Result level	Indicator statement	Baselines		Targets					Data Collection	
		Year	Value	Year 1	Year 2	Year 3	Year 4	Year 5	Method	Periodicity
IR 1.1: Inclusive agriculture sector growth	# of farmers and others who have applied new technologies or management practices as a result of USG assistance	2010	Total: 18,803	20,000	21,000	23,000	26,000	29,000	Review of reports submitted by the implementing partners	Yearly
			Women: 8,407	9,000	9,500	10,500	12,000	14,000		
			Male: 10,396	11,000	11,500	12,500	14,000	15,000		
IR 1.2: Increased private sector trade	Value of exports of targeted agricultural commodities as a result of USG assistance	2010	CFAF 2,173,154,562 or equivalent US dollar 4,346,309*	CFAF 2,390,470,018 or equivalent US dollar 4,780,940*	CFAF 2,749,040,521 or equivalent US dollar 5,498,081*	CFAF 3,436,300,651 or equivalent US dollar 6,872,601*	CFAF 4,295,375,814 or equivalent US dollar 8,590,752*	CFAF 5,369,219,767 or equivalent US dollar 10,738,440*	Review of reports submitted by the implementing partners	Yearly
IR 1.3: Improved management of natural resources	# of hectares under improved Natural Resource Management as a result of USAID assistance	2010	244,361	161,265	150,000	150,000	150,000	150,000	Review of reports submitted by the implementing partners	Yearly

* ASSUMES A CONVERSION RATE OF \$1= 500 CFAF

ANNEX B. M&E TABLE

Result level	Indicator statement	Baselines		Targets					Data Collection	
		Year	Value	Year 1	Year 2	Year 3	Year 4	Year 5	Method	Periodicity
IR 1.4: Improved nutritional status, especially of women and children	Prevalence of underweight children under five	2010	17%	15.6%	14.2%	12.8%	11.4%	10.0%	Continuous DHS	Yearly
IR 1.4: Improved nutritional status, especially of women and children	% of children 6-23 months that received a Minimum Acceptable Diet	2005	21.9	24	26.2	28.4	30.6	32.85	Continuous DHS	Yearly
IR 1.4: Improved nutritional status, especially of women and children	% of women of reproductive age with a body mass index between 18.5 and 24.9	2010	DHS survey results will be available in 2012.	2.5 percentage point increase	2.5 percentage point increase	2.5 percentage point increase	2.5 percentage point increase	2.5 percentage point increase	Continuous DHS	Yearly

ANNEX B. M&E TABLE

Result level	Indicator statement	Baselines		Targets					Data Collection	
		Year	Value	Year 1	Year 2	Year 3	Year 4	Year 5	Method	Periodicity
DO 2: Improved health status of Senegalese population	Maternal mortality rate	2010	DHS results will be available in 2012	N/A	N/A	N/A	N/A	287/100000	DHS	Every 5 years
	Under five mortality rate	2010	72/1000	N/A	N/A	N/A	N/A	47/1000	DHS	Every 5 years
	Total Fertility Rate	2010	5	N/A	N/A	N/A	N/A	4	DHS	Every 5 years
IR 2.1: Increased use of an integrated package of quality health services	% of children (12-23 months) fully vaccinated	2010	62.8	65	68	72	76	80	Continuous DHS	Yearly
IR 2.1: Increased use of an integrated package of quality health services	% of deliveries with a skilled birth attendant	2010	65.1	69	73	77	81	85	Continuous DHS	Yearly
IR 2.1: Increased use of an integrated package of quality health services	Contraceptive Prevalence Rate (modern methods)	2010	12.1%	13.5%	15.0%	16.5%	18.0%	20.0%	Continuous DHS	Yearly

ANNEX B. M&E TABLE

Result level	Indicator statement	Baselines		Targets					Data Collection	
		Year	Value	Year 1	Year 2	Year 3	Year 4	Year 5	Method	Periodicity
IR 2.1: Increased use of an integrated package of quality health services	Couple-Years-of-Protection	2010	183,817.8	223,818	238,818	258,818	283,818	413,818	Review of contraceptive procurement table	Yearly
IR 2.1: Increased use of an integrated package of quality health services	% of pregnant women attending antenatal clinics who received the second dose of SP according to national intermittent preventive therapy (IPT) norms	2010	38.6	45	53	63	74	85	Continuous DHS	Yearly
IR 2.2: Improved health-seeking and healthy behaviors	% of children 6-23 months that received a Minimum Acceptable Diet	2005	21.9	24	26.2	28.4	30.6	32.85	Continuous DHS	Yearly

ANNEX B. M&E TABLE

Result level	Indicator statement	Baselines		Targets					Data Collection	
		Year	Value	Year 1	Year 2	Year 3	Year 4	Year 5	Method	Periodicity
IR 2.2: Improved health-seeking and healthy behaviors	% of under 5 children sleeping under an ITN	2010	34.8	43	52	62	73	85	Continuous DHS	Yearly
IR 2.2: Improved health-seeking and healthy behaviors	% of husbands who endorse their wives using contraceptive methods	2010	DHS figures will be available in 2012.	0.9 percentage point increase	0.9 percentage point increase	1 percentage point increase	2 percentage point increase	35	Continuous DHS	Yearly
IR 2.3: Improved performance of the health system	% of service delivery points that encountered a stock out of any tracer drug during the past 12 months	2010	TBD	5 percentage point decrease	5 percentage point decrease	5 percentage point decrease	5 percentage point decrease	5 percentage point decrease	Continuous DHS	Yearly
IR 2.3: Improved performance of the health system	GOS health budget as % of GDP	2011	1.56	1.6	2	2.4	2.8	3.2	Review of budget report	Yearly

ANNEX B. M&E TABLE

Result level	Indicator statement	Baselines		Targets					Data Collection	
		Year	Value	Year 1	Year 2	Year 3	Year 4	Year 5	Method	Periodicity
DO 3: More effective citizen participation in the management of public affairs at the national and local levels	Ibrahim Index of African Governance	2010	56.3/100	58/100	60/100	62.5/100	66/100	70/100	Mo Ibrahim Governance reports	Yearly
IR 3.1: Better educated youth	Number of students who meet the minimum success level in standardized test in reading and math	2011	Total: TBD	1.05 times the baseline data	1.10 times the baseline data	1.15 times the baseline data	1.20 times the baseline data	1.25 times the baseline data	Review of reports submitted by implementing partners	Yearly
			Girls: TBD	TBD	TBD	TBD	TBD	TBD		
			Boys: TBD	TBD	TBD	TBD	TBD	TBD		
IR 3.1: Better educated youth	Percent women teachers recruited in basic schools	2010	26.6	29	33	37	41	45	Review of reports submitted by implementing partners	Yearly

IR 3.1: Better educated youth	Number of youth participating in training, education opportunities, and/or employability opportunities	2011	2,815	4,050	8,100	12,150	16,200	20,250	Review of reports submitted by the implementing partners	Yearly
IR 3.1: Better educated youth	Completion rate in primary education (%)	2010	Total: 59.1	59.6	60.2	61	62	63.5	Review of education statistics book	Yearly
			Girls: 60.9	61.3	61.8	62.6	63.5	65		
			Boys: 57.4	57.9	58.6	59.4	60.5	62		

ANNEX B. M&E TABLE

Result level	Indicator statement	Baselines		Targets					Data Collection	
		Year	Value	Year 1	Year 2	Year 3	Year 4	Year 5	Method	Periodicity
IR 3.2: Strengthened democratic governance	Number of communities implementing reconciliation processes	2010	18	24	30	36	43	50	Review of reports submitted by the implementing partners	Yearly
IR 3.2: Strengthened democratic governance	Number of new processes and policies implemented to improve democratic governance	2010	1	4	6	8	10	12	Review of reports submitted by the implementing partners	Yearly
IR 3.2: Strengthened democratic governance	Number of governmental entities that have involved citizens in decision-making	2011	11	15	20	25	30	35	Review of reports submitted by the implementing partners	Yearly

ANNEX C. LINK TO SENEGAL FEED THE FUTURE STRATEGY

The USAID/Senegal Feed the Future strategy can be accessed at the following link:

<http://www.feedthefuture.gov/sites/default/files/country/strategies/files/SenegalFTFMulti-YearStrategy.pdf>

ANNEX D. LINK TO SENEGAL GLOBAL HEALTH INITIATIVE STRATEGY

The Senegal Global Health Initiative strategy can be accessed at the following link:

<http://www.ghi.gov/documents/organization/178899.pdf>