

PROJET d'APPUI aux POLITIQUES AGRICOLES (PAPA)										
Code	Description	Milestones/Benchmarks	Leader	Collaborators	Period: Oct 2015 - Sept 2016					Observations
					Sep-15	Oct-Dec 2015	Jan-Mar 2016	April-June 2016	July-Sept 2016	
<b>COMPONENT 1: ENHANCING NATIONAL CAPACITY TO UNDERTAKE POLICY RESEARCH, ANALYSIS AND POLICY COMMUNICATION</b>										
<b>Activity 1.1 Facilitate the development of a local network of centers of expertise</b>										
PAPA MEP Indicators										
Output indicator 1: Network of local centers of expertise										
Output indicator 2: Number of partnerships between local knowledge and data suppliers and consumers										
Outcome indicator 8: Number of demonstrated uses by policy makers of findings and other outputs generated through USG support in policy, strategy, or program documents										
<b>Sub-Activity 1.1.1 Facilitate the creation and operation of a local analysis network</b>										
Task 1.1.1.1	Undertake an inventory of existing expertise and identify the core members of the analytical network	Inventory report validated by key stakeholder groups	PAPA/MARE	DAPSA, ReSAKSS	X	X				
Task 1.1.1.2	Establish the analytical network	Local centers of expertise are actively participating in the analytical network	PAPA/MARE	DAPSA, ReSAKSS		X				
Task 1.1.1.3	Define coordination and governance structures and operational modalities	Ministerial Decree (Arrete) establishing analytical network issued; Adoption of coordination and governance mechanisms and operational modalities	MARE	DAPSA, ReSAKSS		X	X			
<b>Sub-Activity 1.1.2 Facilitate linking of data and knowledge demand with supply</b>										
Task 1.1.2.1	Develop and disseminate detailed procedures for outsourcing work for MARE to the research network	Adequate procedures are disseminated to members of research network and relevant parties	PAPA/MARE	IFPRI	NC	X				
Task 1.1.2.2	Develop and validate concept note defining fora and communications tools for the discussion and dissemination of outputs from the research network	i) Operational fora and regular meetings to discuss analytical work from the network; ii) Analytical products are disseminated using a diverse portfolio of media and communications	PAPA/MARE	IFPRI, MSU, Research Network	NC	X	X			
Task 1.1.2.3	Develop and adopt processes and mechanism within MARE to disseminate, access, and use analytical products from the research network	Adoption of processes and mechanism	MARE	IFPRI, Africa Lead	NC		X	X	X	
<b>Activity 1.2 Provide training and capacity strengthening support to MARE and other local institutions</b>										
PAPA MEP Indicators										
Output indicator 3: Number of individuals who have received USG supported short-term agricultural sector productivity or food security training										
Task 1.2.1	Conduct an assessment of institutional and technical capacity building needs	Validated concept note identifying target beneficiaries and capacity gaps to be covered by training	PAPA/MARE	IFPRI, Africa Lead			X			
Task 1.2.2	Develop and Implement a training program	Training program is operational	PAPA/MARE	IFPRI, MSU, Africa Lead			X	X	X	
<b>COMPONENT 2: PROMOTING INCLUSIVE AGRICULTURAL POLICY AND PROGRAM DIALOGUE AND REVIEW PROCESSES</b>										
<b>Activity 2.1 Facilitate establishment and operation of a sustainable multi-stakeholder platform for information sharing and policy</b>										
PAPA MEP Indicators										
Output indicator 4: Number of dialogue platform meetings and number of participants										
Output indicator 5: Number of private sector and civil society organizations, farmers' organizations and others assisted to participate in policy and review processes										
Output indicator 6: Number of JSR meetings										
Output indicator 7: Number of stakeholder learning forums (national or global) held where findings/best practices are presented										
<b>Sub-activity 2.1.1 Work with MARE and other stakeholders to produce terms of reference (TOR) for an inclusive multi-stakeholder dialogue platform</b>										
Task 2.1.1.1	Conduct diagnostic of existing platforms within and outside Senegal	Diagnostic report validated by key stakeholder groups	PAPA/MARE	DAPSA, ReSAKSS	X	X				
Task 2.1.1.2	Develop and adopt detailed TOR showing purpose, membership, mode of operation, governance structure for multi-stakeholder dialogue platform	TOR adopted by key stakeholder groups	PAPA/MARE	DAPSA, ReSAKSS			X			
<b>Sub-activity 2.1.2 Work with MARE to facilitate the establishment and operation of an inclusive multi-stakeholder dialogue platform and technical</b>										
Task 2.1.2.1	Establish dialogue platform including working groups	Dialogue platform is established and operational	PAPA/MARE	DAPSA, ReSAKSS, Africa Lead			X			

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Task 2.1.2.2	Establish a small secretariat to coordinate work of the platform	Secretariat has personnel assigned and is operational	MARE	DAPSA, ReSAKSS, Africa Lead			X			
Task 2.1.2.3	Establish operational modalities to guide the activities of the platform	Ministerial Decree (Arrete) establishing platform is issued; Adoption of coordination and governance mechanisms and operational modalities	MARE	DAPSA, ReSAKSS, Africa Lead			X			
<b>Sub-activity 2.1.3 Assist MARE to establish and undertake an agriculture Joint Sector Review (JSR)</b>										
Task 2.1.3.1	Work with MARE to produce TORs and design an improved JSR process	Ministerial Decree (Arrete) establishing JSR and confirming the coordination and governance mechanisms and operational modalities for the JSR is issued	MARE	PAPA/MARE, IFPRI, ReSAKSS, DAPSA	NC		X	X		
Task 2.1.3.2	Work with MARE to facilitate the establishment and implementation and follow up on JSR	At least one meeting of the JSR is held, with clear action and follow up modalities	MARE	PAPA/MARE, IFPRI, ReSAKSS, DAPSA	NC			X	X	

<b>COMPONENT 3: PROMOTING EVIDENCE-BASED AGRICULTURAL POLICY FORMULATION, IMPLEMENTATION, AND M&amp;E</b>										
<b>Activity 3.1</b>		<b>Creating an interactive decentralized information technology (IT) knowledge management platform and M&amp;E system</b>								
PAPA MEP Indicators		Output indicator 8: Number of unique visitors and downloads for IT-based knowledge management platform								
		Output indicator 9: Number of unique visitors and downloads for IT-based M & E platform								
<b>Sub-activity 3.1.1 Conduct an Inventory of knowledge management and M&amp;E systems</b>										
Task 3.1.1.1	Develop and adopt detailed TOR for the inventory work	TOR validated by key stakeholders	PAPA/MARE	ReSAKSS, DAPSA, IFPRI	NC	X				
Task 3.1.1.2	Conduct Inventory of existing IT knowledge management platform and M&E system supporting MARE	Inventory report validated by key stakeholders	PAPA/MARE	ReSAKSS, DAPSA, IFPRI			X	X		
Task 3.1.1.3	Design plan and timeline for establishing/improving IT platform and M&E system	Plan and timeline validated by key stakeholders and ready for implementation	PAPA/MARE	ReSAKSS, DAPSA, IFPRI				X		
<b>Sub-activity 3.1.2 Facilitate the Set up and operation of an interactive IT based knowledge management system</b>										
Task 3.1.2.1	Develop and launch interactive website to support knowledge management	Website is operational, accessed and used by stakeholder groups	PAPA/MARE	ReSAKSS, DAPSA, IFPRI	NC			X	X	
Task 3.1.2.2	Train relevant staff on management of the website	Website is managed by trained staff and operates satisfactorily	PAPA/MARE	ReSAKSS, DAPSA, IFPRI	NC			X	X	
<b>Sub-activity 3.1.3 Establish and manage and web-based M&amp;E system</b>										
Task 3.1.3.1	Develop and launch interactive web-based M&E system	M&E system is accessed and used by MARE and its departments, other government entities and key stakeholders	PAPA/MARE	ReSAKSS, DAPSA, IFPRI	NC			X	X	
Task 3.1.3.2	Train relevant staff on operating the M&E system	M&E system operated by trained staff and operates satisfactorily	PAPA/MARE	ReSAKSS, DAPSA, IFPRI	NC			X	X	

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<b>Activity 3.2 Mobilize local research to guide emerging agricultural policy agenda</b>										
<b>PAPA MEP Indicators</b>										
Output indicator 10: Number of policy research and best practice papers generated										
Output indicator 11: Number of new data sets informing food security policies available for public use										
<b>Sub-activity 3.2.1 Assess alternative agricultural policy and strategy options</b>										
Task 3.2.1.1	Develop policy plan for identifying key policies and strategies required for a successful implementation of PASC	Validation of policy plan by key stakeholder groups	Research Network	PAPA/MARE, IFPRI			X	X		
Task 3.2.1.2	Carry out cost benefit analysis of alternative options for the above policies and strategies	Report on alternative policy and strategy options validated	Research Network	PAPA/MARE, IFPRI				X	X	
<b>Sub-activity 3.2.2 Assess cereal sector competitiveness and analyze private sector investments</b>										
Task 3.2.2.1a	Conduct survey and analysis of the production, processing, and marketing of rice, millet, and sorghum subsectors	i) Survey databases, ii) Report on operations and performance of rice, millet, and sorghum value chains	IFPRI, MSU	Research Network, MARE/PAPA	NC		X	X	X	
Task 3.2.2.1b	Conduct survey and analysis of the production, processing, and marketing of maize subsector	i) Survey databases, ii) Report on operations of maize value chain	Research Network	PAPA/MARE			X	X	X	
Task 3.2.2.2a	Analyze the competitiveness of the rice subsector	Report on competitiveness of rice in domestic market	IFPRI, MSU	Research Network, PAPA/MARE				X	X	
Task 3.2.2.2b	Analyze the competitiveness of the maize subsector	Report on competitiveness of maize in domestic market	Research Network	PAPA/MARE				X	X	
<b>Sub-activity 3.2.3 Assess the efficiency and effectiveness of fertilizer, seed and mechanization policies and analyze private sector investments in input</b>										
Task 3.2.3.1a	Survey and analysis of production, distribution, and adoption level in seed subsector	i) survey database; ii) report on the operation and performance of seed systems	MSU	Research Network, PAPA/MARE	NC		X	X	X	
Task 3.2.3.1b	Survey and analysis of fertilizer and mechanization subsectors	i) survey database on procurement, distribution, and adoption of fertilizer and mechanization; ii) report on the operation and performance of fertilizer and mechanization sectors	Research Network	PAPA/MARE MSU				X	X	
Task 3.2.3.2 a	Analysis of private sector investment in seed subsector	Report on private sector investment in the seed subsector	MSU	Research Network, PAPA/MARE	NC			X	X	
Task 3.2.3.2 b	Analysis of private sector investment in modern fertilizer and mechanization sectors	Report on private sector investment in the fertilizer and mechanization subsectors	Research Network	PAPA/MARE, MSU				X	X	
Task 3.2.3.3a	Assessing the effectiveness of seed sectors policies	Report on the effectiveness of policies in the seed subsector validated	MSU	Research Network, MARE/PAPA				X	X	
Task 3.2.3.3b	Assessing the effectiveness of modern fertilizer and mechanization subsectors policies	Report on the effectiveness of policies in the fertilizer and mechanization sectors validated	Research Network	MARE/PAPA, MSU				X	X	
<b>Sub-activity 3.2.4 Analysis of transformation of the horticultural sector</b>										
Task 3.2.4.1	Survey and analysis of production, processing, marketing, exports in the horticulture subsector	ii) Survey database; and ii) Report on the operations and performance of key segments of the horticulture value chain	Research Network	PAPA/MARE				X		
Task 3.2.4.2	Analyze private sector investments in the fruits and vegetables subsectors	Report on private sector investment in the different segments of the horticulture value chain	Research Network	PAPA/MARE	NC			X	X	
Task 3.2.4.3	Evaluate trends and outlook in export markets	Report on future trends in global exports of fruits and vegetables and implications for the Senegalese sector	Research Network	PAPA/MARE	NC			X	X	
Task 3.2.4.4	Evaluate options for scale up and replicability in other subsectors	Report on key drivers of success in the horticulture sector and options for scaling up & replicating success in other subsectors	Research Network	PAPA/MARE	NC			X	X	

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<b>Component 4: Establishing and strengthening of tools and procedures for policy planning and monitoring by MARE</b>										
PAPA MEP Indicators		Output indicator 12: Number of legal frameworks/Regulations/ Administrative Procedures/institutional arrangements reviewed and analyzed								
		Output indicator 3: Number of individuals who have received USG supported short-term agricultural sector productivity or food security training								
<b>Activity 4.1</b>		<b>Carry out diagnosis of MARE policy planning and implementation processes and procedures</b>								
	Task 4.1.1	Review and update institutional architecture of structures for formulation, implementation, and monitoring of agriculture and food security policies	Inventory of policies, of institutions responsible for policy implementation, of mechanisms for interministerial coordination, and of private sector, civil society organizations, think tanks, and research institutes that influence policy	Africa Lead	MARE	NC	X			
	Task 4.1.2	Evaluation of capacities of the mapped institutional and organizational architecture and identification of organizational capacity strengthening needs	Evaluation report on MARE with capacity strengthening strategies	Africa Lead	MARE	NC	X	X		
<b>Activity 4.2</b>		<b>Develop an action plan to improve MARE's planning and implementation processes and procedures</b>								
	Task 4.2.1	Development of an action plan for strengthening MARE's planning department	Capacity strengthening strategy	Africa Lead	MARE	NC		X	X	
<b>Activity 4.3</b>		<b>Implement action plan to improve MARE's planning and implementation processes and procedures</b>								
	Task 4.3.1	Team building and strategic visioning exercise	Workshop design / participant's manual	Africa Lead	MARE	NC		X		
	Task 4.3.2	Leadership and change management training	Workshop design / participant's manual	Africa Lead	MARE	NC			X	
<b>Component 5: Develop and Launch Communications Strategy</b>										
PAPA MEP Indicators		Output indicator 3: Number of individuals who have received USG supported short-term agricultural sector productivity or food security training								
<b>Activity 5.1</b>		<b>Diagnostic of MARE's communication and advocacy strategies</b>								
	Task 5.1.1	Conduct inventory of existing internal and external communication strategies	Inventory of Communication strategies used by MARE / List of communication strategies used by MARE	Africa Lead	MARE, IFPRI	NC		X		
	Task 5.1.2	Evaluate MARE's capacity to develop and implement internal and external communication strategies	Report evaluating MARE's capacities in the area of communications	Africa Lead	MARE, IFPRI	NC		X		
	Task 5.1.3	Evaluate MARE's capacity to develop and implement an advocacy strategy	Report evaluating MARE's capacities in the area of advocacy	Africa Lead	MARE, IFPRI	NC		X		
<b>Activity 5.2</b>		<b>Develop and launch communications strategy and advocacy plan</b>								
	Task 5.2.1	Develop a communications strategy and train key responsible personnel	Communications strategy / training module	Africa Lead	MARE, IFPRI	NC			X	
	Task 5.2.2	Develop an advocacy plan and train staff working on advocacy	Advocacy and training plan	Africa Lead	MARE, IFPRI	NC			X	
	Task 5.2.3	Train staff on communications	Training plan/manuals	Africa Lead	MARE, IFPRI	NC				X
<b>6: Project Management</b>										
<b>Activity 6.1</b>		<b>Project Administration</b>								
	Task 6.1.1	Recruit IFPRI Chief of Party	NA	IFPRI	NA	X	X			
	Task 6.1.2	Annual Work plan Development	NA	IFPRI/MSU	NA	X	X			X
	Task 6.1.3	Sub-contracting completed based on Work plan	NA	IFPRI/MSU	NA		X			
	Task 6.1.4	Open Data Requirement Met	NA	IFPRI/MSU	NA		X	X	X	X

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<b>Activity 6.2</b>		<b>Project Coordination</b>								
Task 6.2.1	Quarterly meetings with various stakeholders to ensure consistency and to avoid duplication of action	NA	IFPRI	NA		X	X	X	X	
Task 6.2.2	Quarterly meetings with other USAID implementing partners in the area of agricultural policy reform to coordinate activities and communications outreach. Annual joint work planning for outreach events	NA	IFPRI	NA		X	X	X	X	
<b>Activity 6.3</b>		<b>Operationalize Monitoring Evaluation Plan</b>								
Task 6.3.1	Develop MEP	NA	IFPRI/MSU	NA	X	X				
Task 6.3.2	Baseline survey to collect missing reference data for the base period for key project indicators	NA	IFPRI	NA		X				
Task 6.3.3	Collect indicator information for reporting purposes	NA	IFPRI/MSU	NA		X	X	X	X	
<b>Activity 6.4</b>		<b>Reporting to USAID/Senegal</b>								
Task 6.4.1	Financial progress reports	NA	MSU	IFPRI, PAPA/MARE		X	X	X	X	
Task 6.4.2	Program Performance Report (PPR)	NA	MSU	NA		X	X	X	X	
Task 6.4.3	Semi-annual and annual technical progress reports	NA	MSU	IFPRI, PAPA/MARE			X		X	