

## STRATEGIC PLANNING NARRATIVE OUTLINING THE 3-Year Strategic Plan Under PRCI

<p><b>Centre Name</b></p>	   <p><i>Bureau d'analyses macro-économiques</i> Institut sénégalais de recherches agricoles</p>
<p><b>Names and Titles of Centre Members Contributing to this Narrative</b></p>	<p>Dr Astou Diao Camara (Director of ISRA-BAME) Dr Cheickh Sadibou Fall (Researcher at ISRA-BAME) Dr Ndeye Fatou Faye (Researcher at ISRA-BAME) Dr Moussa Sall (Scientific coordinator of ISRA-BAME)</p>

### Introduction

ISRA-BAME is a cross-unit of the Senegalese Institute of Agricultural Research (ISRA). It is specialized in social sciences research in support of agricultural policies. ISRA-BAME is a team of researchers with diverse background, specifically, economics, econometrics, statistics, sociology, and geography.

ISRA-BAME has the ambition to be an actor of sustainable development thanks to research anchored in the culture of scientific excellence and efficiency attested by an international visibility and a strong national and international partnership and effective responses to the concerns of populations likely to improve their well-being.

ISRA-BAME is responsible for the program “Agricultural Policy and Socio-Economy” of ISRA. This program aims to generate knowledge that can help to better guide private or public strategies and agricultural policies. Its mission is thus, to produce tools for decision-making in agro-sylvo-pastoral policies to inform the current situation of the agricultural sector and to measure and evaluate the impact of agricultural projects, programs, and policies. Today, the major challenge for ISRA-BAME is to show the mechanisms and levers on which decision-makers, researchers and farmers can rely to reverse a regressive trend in competitiveness and sustainability of Senegalese agriculture. As such, it is highly engaged in the Program for the Acceleration of the Senegalese Agricultural Cycle (PRACAS), the agricultural component of the Emerging Senegal Plan (PSE) which is the main macroeconomic reference in Senegal.

### Systems Mapping Results and Feedback

To better assess its policy influence capacity, ISRA-BAME used Kaleidoscope Model<sup>1</sup>(KM) of policy change through the policy influence capacity assessment (PICA) process. This PICA Process is an eight-week virtual learning platform that is intended to help policy-oriented institutions to identify the capacities needed to increase their influence in the policy environment in which they find themselves. With the support of PRCI, ISRA BAME identified first its current position in the Senegalese agricultural and food security policy environment. Second, the preferred positions in the policy environment have been also defined.

The system mapping results show that ISRA BAME is not active in two segments of the policy environment, notably policy adoption and agenda setting. For the three other segments of the policy environment (Policy Design, Implementation and Evaluation & Reform), ISRA BAME is active but not leader.

In this framework of PRCI support and ISRA organizational development context, ISRA-BAME has the ambition to be leader in two segments of the policy environment, notably Policy Design and Evaluation & Reform for the next three years.

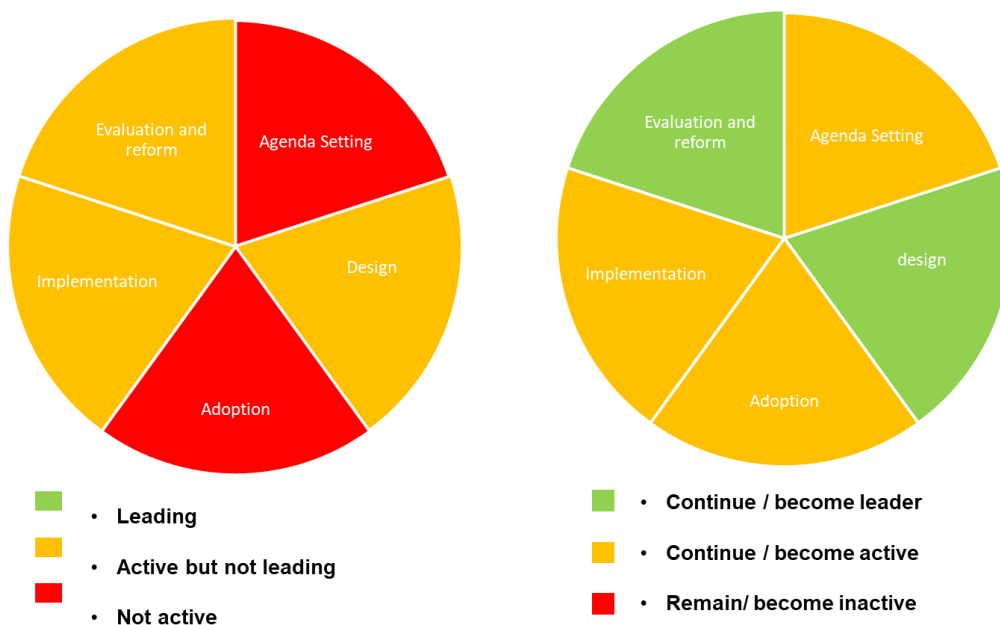


Fig 1: ISRA-BAME choices using the KM

<sup>1</sup> Resnick, D., Haggblade, S., Babu, S., Hendriks, S. L., & Mather, D. (2018). *The Kaleidoscope Model of policy change: Applications to food security policy in Zambia*. World Development, 109, 101-120. <https://www.youtube.com/watch?v=DjzN-cXWPok>

## **Gap Analysis Results**

For each of the two priority policy environment segments identified by ISRA-BAME during the PICA process, three main needs have been highlighted to increase the policy influence capacity.

Regarding the Reform & Evaluation segment, the three identified needs are: (i) the need to involve ISRA in the monitoring and evaluation of public agricultural policies with technical ministries (Agriculture, livestock, fisheries, environment); (ii) the need to strengthen collaboration between ISRA and the operational units of the Government General secretariat; (iii) the need to institutionalize cooperation between public, private, national and international research (Think tanks, universities, national and international research).

Regarding Policy design, which is ISRA-BAME's second priority segment of the policy environment, three strategies have been identified through the gap analysis: (i) the need to encourage joint programming with ministry of Agriculture; (ii) the need to strengthen proximity with the ministry of Agriculture meaning systematic consultation and strong involvement in policy design with the provision of more evidence, the integration of specific research demand into our scientific program; (iii) the need to strengthen partnerships with think tanks and universities. Since the third needs for both selected policy environment segments are similar, only five priorities have been retained instead of six. This prioritization exercise allowed the building of the capacity development plan involving the actions to be done to reach the identified preferred positions in the Senegalese agricultural and food security policy environment.

## **Capacity Development Goals**

To strengthen the capacity to develop high-quality research to influence agricultural policies, targeted support is needed at several levels for ISRA-BAME. The PICA exercise revealed needs for human resources, some equipment and software, both technical and cross-cutting trainings, much more effective communication, and partnership reinforcement.

Regarding the needed personnel, ISRA BAME has targeted three staff positions that could complete its team:

1. **Communication specialist:** Communication is identified as a weak link for ISRA-BAME. So, this staff will be exclusively dedicated to managing ISRA-BAME communication and generated knowledge (e.g., managing the website and social media, collecting all ISRA-BAME output and make it easily available, organizing policy, technical, brown bags seminars, managing external requests to ISRA-BAME, etc.). The expected impact is to increase ISRA-BAME visibility and influence.

2. Political scientist: This staff is to complement ISRA BAME scientific staff for a better involvement of the Center in policy design. Also, this political scientist will help to deepen policy analysis. So, the expected impact is to increase the quality of policy analysis outputs.
3. Statistician: This position will help to strengthen the team for data collection, processing, and analysis. Indeed, ISRA-BAME has databases, especially those of the PAPA Project<sup>2</sup>, which could be better exploited within PRCI. So, the targeted position will be both a statistician and data manager and a data analyst. The expected impact is to increase ISRA-BAME's capacity to properly organize its data and to analyze it in a timely way for research and policy outputs.

For the sake of sustainability, ISRA authorities have endorsed the need for these staff positions and have committed to take charge of them at the end of PRCI. This endorsement will be integrated into the subaward. These expected recruitments within the framework of the PRCI should take place just after the validation of the action plan likely between October and November 2021.

At the end of the process, it also appeared that ISRA-BAME needed access to project management software, among other things, to better organize and monitor research activities and improve collaboration among agents. It also emerged that there is a need for targeted technical training to strengthen analytical capacities (*e.g.*, spatial econometrics, gender, etc.). On this point, the training platform already developed within PRCI could serve as a starting point. In addition, the diagnosis also showed the need for more cross-cutting training such as strengthening English (for administrative, technical, and financial staff), strengthening communication techniques and dissemination of research results.

ISRA BAME has received a commitment from the General Management (GM) of ISRA to complement the multiple PRCI-supported activities in two key areas related to BAME's dynamic and ambitious organizational growth:

- Facilities: the GM has approved a separate and larger building for ISRA-BAME designed to support expanded functionality such as offices for visiting researchers and colleagues from PRCI, RENAPRI and other partners; several large meeting rooms for in-person events, and ICT facilities to host more virtual events. Currently, the building is being rehabilitated and will be operational in the fall of 2021. As a result, some of the equipment included in the action plan will be used to strengthen the ICT facilities of the building. Software and equipment will be acquired soon after

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<sup>2</sup> <http://www.papa.gouv.sn/>

the subaward contract is fully executed. Similarly, technical training will take place at least during the first year to help teams use the new software and facilities in daily practice.

- Financial management: ISRA BAME is currently housed at the General Directorate, financial and accounting management is ensured by the General Directorate's accountant. This leads to slowness due to the workload at the level of ISRA's general management. The fact of having an accountancy dedicated exclusively to ISRA-BAME activities will allow a speedy handling of financial issues.

Finally, it also appeared that ISRA BAME and ISRA in general should strengthen its partnership network to increase its visibility through the signing of MoU with influential organizations in the policy environment to develop synergies (Think-Tank, Universities, etc.). These MoU should be signed as far as possible during 2022 to at least be able to carry out joint activities with the partners within the framework of the PRCI and benefit together from the technical support of the consortium.

Aside of this investment, ISRA-BAME is taking advantage of a central tenet of PRCI, that is a combination of mentored research and technical training to build its research capacity. So far, ISRA-BAME team has benefited from technical trainings and mentored research and will keep on going. Indeed, on the one hand, three ISRA-BAME researchers have already benefited from various support among others STAAARS+ program, mentoring for high quality publication. On the other hand, ISRA-BAME has also submitted a proposal for the PRCI research Cohort #2 to still benefit from this mentorship research and on the other hand to complement previous research started during the PAPA Project on Wholesaling and processing cereals in Senegal.

### **Summary of key activities**

Year 1 is crucial for ISRA-BAME as it lays the foundation for the desired transformation under the PRCI. To this end, the budget will be primarily devoted to the following activities:

1. Recruitment of the targeted staff positions (Communication, Statistician, political scientist)
2. Revision of communication strategy and publicity materials ISRA-BAME branding and outward facing platforms (new logo, new website, etc....)
3. Cross-cutting trainings (on scientific communication, English, Leadership...) with identified providers when training is not proposed by PRCI consortium
4. Acquisition of equipment (communication tools...) and software
5. Acquisition of additional scientific documentation (e.g., access to online journal services)

6. Organization of technical workshops, webinars, policy seminars to share outputs generated.
7. Setup the monitoring and evaluation processes

Year 2 is dedicated to increasing cooperation and partnerships and strengthening the proximity to the Ministry of Agriculture.

1. Signatures of MoUs
2. Continued cross-cutting trainings (on scientific communication, English, Leadership...)
3. Continued technical trainings (spatial econometrics, gender, equilibrium models, value-chain analysis...)
4. Development of strategy for increasing our influence with stakeholders notably the Ministry of Agriculture
5. Scientific and policy communication (Brown-bag seminar, Policy roundtables...)
6. M&E (Tracking the progress)

Year 3 will be dedicated to maintaining the momentum and to evaluating the progress.

### **Indicators**

The action plan (see Appendix 1) incorporated all the direct indicators for each planned activity or action. We will focus on some that we consider as the key ones. As a reminder, the PICA exercise revealed needs for staffing, some equipment and software, both technical and cross-cutting trainings, much more effective communication, and partnership reinforcement.

Regarding the personnel, three positions are targeted: a communication specialist, a statistician, and a political science specialist. The progress in terms of ISRA-BAME communication can be assessed by checking if all the planned communication activities (renewal of ISRA-BAME branding and website, organization of policy seminars, policy briefs edition, etc.) are well executed by the communication specialist. As a result, ISRA-BAME should be more visible in the agricultural policy environment. Since, the two other expected staff (statistician and political science specialist) will be focused more on research and data analysis activities, the progress could be assessed in terms of publications (policy briefs, papers, factsheets, etc.). So, to better track the impact of the recruitment, concrete goals that are easily monitored and assessed will be included in the SoW for each profile. ISRA-BAME should be advised by the PRCI when finalizing the SoW.

The impacts of training can be tracked by following the usage of the new acquired tools and skills toward the new research outputs generated by ISRA-BAME either in the framework of PRCI or out of PRCI scope.

The partnership reinforcement will be followed by assessing the number of new MoU signed by ISRA involving ISRA-BAME but also all the common activities carried out than can help to increase ISRA-BAME influence. However, it is necessary to precise that the emphasis will be put on very targeted and concrete collaboration. So, ISRA will focus on existing strong collaboration and on a concrete set of actions to state a desire to collaborate in the long-term run. To do so, ISRA will first assess all the existing MoUs already signed, and the common actions carried out. In addition, another consultation will be done internally to identify the strategic targets with concrete collaboration to formalize.

Moreover, the idea is to go beyond these direct indicators to better determine the progress and assess the impact of PRCI support. ISRA-BAME will feed into organisational performance indicators. Since, the center does not have enough experience in using organisation performance indicators, support from PRCI is requested to integrate these types of indicators into the M&E process. However, some possible indicators could be considered below:

- Number of stakeholder engagement events held by the center
- Number of new policies based directly on evidence generated by the center (citation, reference, allusion) - within country agricultural policy environment
- Number of stakeholder engagement events to which the center is invited (reputational)
- Number of stakeholder engagement events to which the center participates (e.g., submit information, keynote address, facilitate sessions, etc.) – akin to current PRCI C4 indicator.

### **Monitoring and Evaluation Process**

For the monitoring-evaluation process, ISRA will set up a M&E Task Force (2-3 people) which will be responsible for permanently monitoring the implementation of the action plan with the use of the project management software. Then, this internal team should be in periodic interaction with the PRCI consortium to assess progress, identify pitfalls and find solutions for the proper implementation of the indicators and the action plan.

**APPENDIX1: ISRA BAME Action plan**

<b>Task description</b>	<b>Duration</b>	<b>Start date</b>	<b>End Date</b>	<b>Indicators</b>	<b>Cost</b>
<b>#1 Involve ISRA in the Monitoring and Evaluation of public agricultural policies</b>	289d	04/01/21	05/12/22		\$164 346,63
<b>Capacity building in communication</b>	<b>261d</b>	<b>04/01/21</b>	<b>04/04/22</b>		<b>\$87 299,32</b>
Recruit an agent for the institutional communication of BAME (Communication Manager)	23d	10/01/21	11/04/21		
Terms of reference (ToR)	7d	10/01/21	10/11/21	ToR	\$0,00
Call for applications	2d	10/12/21	10/13/21	Announcement	\$0,00
Selection	7d	10/14/21	10/25/21	Selected candidate	\$0,00
Job description establishment	3d	10/25/21	10/27/21	Job description	\$0,00
Contract establishment	2d	10/28/21	10/29/21	Contract	\$0,00
Contract signature	3d	11/02/21	11/04/21	Signed Contract	
Renewal of visual identities of ISRA and BAME	242d	04/01/21	03/08/22		\$5 000,00
New logo creation	175d	04/01/21	12/03/21	New logo	\$0,00
Redesign of ISRA BAME Website	175d	04/01/21	12/03/21	New website	\$0,00
Kakemonos	67d	12/06/21	03/08/22	kakemonos	\$2 000,00
Business cards	67d	12/06/21	03/08/22	Business cards	\$1 000,00
Posters	67d	12/06/21	03/08/22	Posters	\$2 000,00
Training on ICT for UNIVAL staff (Broad ISRA communication unit)	226d	05/03/21	03/16/22		\$7 752,00
Identification of needs and priorities	111d	05/03/21	10/04/21	Table of identified needs	\$0,00
ToR establishment	24d	10/05/21	11/09/21	ToR	\$0,00
Training scheduling	24d	11/10/21	12/13/21	Training schedule	\$0,00
Computer for edition	24d	10/01/21	11/05/21	Computer	\$2 752,00
Trainings	67d	12/14/21	03/16/22	Number of training sessions	\$5 000,00
Acquisition of audiovisual equipment for ISRA BAME	42d	11/05/21	01/03/22		\$5 500,00
HD camera	42d	11/05/21	01/03/22	Device	\$1 000,00
Editing software	42d	11/05/21	01/03/22	Software	\$1 000,00
Computer for communication specialist	42d	11/05/21	01/03/22	Computer	\$2 000,00
Printer	42d	11/05/21	01/03/22	Printer	\$1 500,00
Training of scientific staff on the communication of research results	130d	10/01/21	04/04/22		\$3 000,00
Recruitment of external trainers or PRCI support	22d	10/01/21	11/03/21	Trainer	\$1 500,00
Training Workshop	108d	11/04/21	04/04/22	Number of training sessions	\$1 500,00



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Task description	Duration	Start date	End Date	Indicators	Cost
<b>Recruitment of a statistician</b>	<b>42d</b>	<b>10/01/21</b>	<b>12/01/21</b>		
ToR establishment	7d	10/01/21	10/11/21	ToR	\$0,00
Call for applications	2d	10/12/21	10/13/21	Announcement	\$0,00
Selection	7d	10/14/21	10/25/21	Selected candidate	\$0,00
Job description establishment	3d	10/25/21	10/27/21	Job description	\$0,00
Contract establishment	2d	10/28/21	10/29/21	Contract	\$0,00
Contract signature	3d	11/02/21	11/04/21	Contract	
Statistician Computer	22d	11/02/21	12/01/21	Computer	\$2 000,00
Statistics software	22d	11/02/21	12/01/21	Softwares	\$1 000,00
Purchase server for data storage	22d	11/02/21	12/01/21	Server	\$3 000,00
<b>Capacity building in English for administrative and financial, scientific and communication staff (training, exchange program, language stay...)</b>	<b>180d</b>	<b>09/01/21</b>	<b>05/12/22</b>		<b>\$5 000,00</b>
English training for interested staff (Admin, Fin, Rech)					\$5 000,00
Identification of interested agents	23d	09/01/21	10/01/21	Number of agents	\$0,00
Identification of training institutes	23d	09/01/21	10/01/21	Identified institutes	\$0,00
Registration of interested agents	20d	10/04/21	11/02/21	Number of registered agents	\$5 000,00
Training	137d	11/03/21	05/12/22	Number of trained agents	\$0,00
<b>#2 Strengthen collaboration between ISRA and the operational units of the Government Secretariat</b>	<b>42d</b>	<b>10/01/21</b>	<b>12/01/21</b>		
<b>Recruitment of political science specialist</b>					
ToR establishment	7d	10/01/21	10/11/21	ToR	\$0,00
Call for applications	2d	10/12/21	10/13/21	Announcement	\$0,00
Selection	7d	10/14/21	10/25/21	Selected candidate	\$0,00
Job description establishment	3d	10/25/21	10/27/21	Job description	\$0,00
Contract establishment	2d	10/28/21	10/29/21	Contract	\$0,00
Contract signature	3d	11/02/21	11/04/21	Contract	
Computer	22d	11/02/21	12/01/21	computer	\$1 500,00
<b>#3 Institutionalize cooperation between public, private, national and international research (Think Tank and University)</b>	<b>629d</b>	<b>06/01/21</b>	<b>10/31/23</b>		<b>\$49 218,59</b>
<b>Organization of periodic seminars and workshops / Research stays, conference participation</b>	<b>629d</b>	<b>06/01/21</b>	<b>10/31/23</b>		<b>\$47 218,59</b>

**APPENDIX1: ISRA BAME Action plan**

<b>Task description</b>	<b>Duration</b>	<b>Start date</b>	<b>End Date</b>	<b>Indicators</b>	<b>Cost</b>
Regular organization of Large public policy seminar called "Mardis du BAME"	496d	11/05/21	09/29/23	Number of events held	\$11 009,08
Restart of Brown bag seminar called "Jeudis BAME-IFPRI-UCAD- IPAR"	496d	11/05/21	09/29/23	Number of events held	\$6 603,44
Restart of "Strategy and Development Roundtable (RSD)" and "Resarch and Development Roundtable (RRD)" coorganized with IFPRI-AFR Dakar, Universities, Think-Tank and some Government Technical bodies"	496d	11/05/21	09/29/23	Number of events held	\$11 009,08
Research stay, conferences participation, publication fees	541d	10/01/21	10/31/23	Number of conference particip	\$12 011,00
Specific printer for research documents	41d	10/01/21	11/30/21	Equipment	\$4 586,00
Modern video conferencing equipment (supporting Zoom, Teams, etc..) to organize online and in-person seminars	152d	06/01/21	12/31/21	Equipment and softwares	\$2 000,00
<b>Creating a structure bringing together all stakeholders</b>					<b>\$2 000,00</b>
Signatures of new partnership agreements	324d	10/01/21	12/30/22		\$2 000,00
Revisiting ISRA partnership agreements	41d	10/01/21	11/30/21	Number of signed agreements	\$0,00
Partnership status report	30d	12/01/21	01/11/22	Number of signed agreements	\$0,00
Identification of new strategic partnerships	30d	01/12/22	02/22/22	Number of new agreements to	\$0,00
Signing agreement	223d	02/23/22	12/30/22	Number of signed agreements	\$2 000,00
<b>#1 Encourage joint programming with the Ministry of Agriculture</b>	717d	01/01/21	10/04/23		<b>\$36 000,00</b>
Better communicate on ISRA activities in general	522d	10/01/21	10/04/23		\$11 000,00
Draft and share more policy briefs	522d	10/01/21	10/04/23	Published policy briefs	\$0,00
Editorial Retreats	522d	10/01/21	10/04/23	6 retreats	\$7 000,00
Edition of policy briefs	522d	10/01/21	10/04/23	Edited policy briefs	\$4 000,00
Share policy briefs	522d	10/01/21	10/04/23	shared policy briefs	\$0,00
Strengthen capacity in qualitative and quantitative data analysis					\$25 000,00
Licenses for databases (Science Direct, Elsevier, Google, Jstor, Cairn, etc.)	522d	01/01/21	01/04/23	Licences	\$14 000,00
Licenses for Statistical Softwares (STATA, NVIVO, etc.)	522d	10/01/21	10/04/23	Licences	\$8 000,00

APPENDIX1: ISRA BAME Action plan

Task description	Duration	Start date	End Date	Indicators	Cost
Regular trainings on spatial econometrics	522d	10/01/21	10/04/23	Number of trainings	\$1 000,00
Regular trainings on qualitative data analysis	522d	10/01/21	10/04/23	Number of trainings	\$1 000,00
Regular trainings on gender integration in agricultural research	522d	10/01/21	10/04/23	number of trainings	\$1 000,00
<b>#2 Strengthen proximity to Ministry of Agriculture</b>	545d	10/01/21	11/06/23		\$0,00
Develop a strategy for increasing influence in the MAER					\$0,00
Develop a toolkit for approach to MAER	522d	10/01/21	10/04/23	Toolkit	\$0,00
Have analytical tools that are ready to go (partial equilibrium, e.g.)	522d	10/01/21	10/04/23	Models developed	\$0,00
Identify the relevant policies in the general framework (e.g., response to BREXIT)	522d	10/01/21	10/04/23	Syntheses	\$0,00
Have quarterly strategy meetings to identify new policy initiatives or needs	522d	10/01/21	10/04/23	meetings held	\$0,00
What are the 4-5 main hotspots for the MAER	522d	10/01/21	10/04/23	Syntheses	\$0,00
Produce fact sheets, policy briefs, host brownbag lunches, seminars	522d	10/01/21	10/04/23	seminars and meetings	\$0,00
Develop a strategy for putting policy briefs in the hands of the MAER and other policy makers	522d	11/05/21	11/06/23	outreach strategy	\$0,00
<b>Total</b>					<b>\$317 112,54</b>
<b>Policy design</b>					
<b>Evaluation &amp; reform</b>					

**APPENDIX2:** Aggregate budget by category

<b>Items</b>	<b>Cost (US \$)</b>
Personnel	198,141.96
Equipment and Softwares	30,338.00
Communication	58,632.59
Training	16,000.00
Scientific documentation	14,000.00
<b>Total</b>	<b>317,112.55</b>

