

Senegal

Annual Plan 2012

Netherlands Trust Fund Phase II

Senegal Annual Plan 2012

I. Introduction

This annual plan provides updated information on project progress, work plan, budget, risks and management.

The finalised project document was signed by all parties on 16 December 2011, during the WTO Ministerial Conference in Geneva. The NTF II project document for Senegal was completed taking into consideration comments and feedback from partners in the field, CBI, and ITC's Project Quality Assurance Group (PQAG).

The implementation of the NTF II project was initiated in close cooperation with ASEPEX and CFAHS on the basis of the work plan agreed in April 2011.

The annual plan was discussed with representatives from ASEPEX and the Ministry of Trade during the work planning held in Geneva from 23 to 26 January 2012. The time schedule of activities and tasks/deliverables under them for 2012 were reviewed in detail and timing agreed with relevant ITC technical sections.

II. Overview of Project Implementation

The NTF II Senegal project "Creation of sustainable competitiveness of the mango export in Senegal", focuses on the Niayes region and adopts a proactive approach based on demand from selected target markets.

The project includes a strong component of institutional support. The national export promotion agency ASEPEX is to be strengthened in its leading role in export support following an approach of learning by doing. On the other hand, the project will support the newly created Coopérative Fédérative des Acteurs de l'Horticulture au Sénégal (CFAHS)¹ to develop support services that meet the needs of different actors along the value chain and to enable the CFAHS to become a central structure to coordinate and streamline support to the mango sector.

Finally, the project focuses on providing technical assistance and encourages partnerships with other donors and other development partners and institutions involved in the process of exporting mango to ensure linkages and synergies.

1. Policy and project context including linkage to ongoing operations/activities:

NTF II is to focus on institutional and export marketing issues while other donors and development partners are addressing production specific problems. Collaboration with other partners is being discussed and opportunities to create synergies across the various projects are being examined by project partners and local consultants. During field mission, ITC staff visited a number of partners including USAID, CIDA, GTZ and UNDP.

The Project closely coordinates its sector development and TSI strengthening efforts with CBI's BSOD programme which focus on strategic development at ASEPEX.

¹ Previously referred to as the Interprofessionnelle Horticole

2. Objectives to be achieved:

The overall objective of the project at the impact level is “to Enhance export competitive of mangos from the Niayes region to the European market”.. At the output level, the project will achieve the following:

Output1: Strengthened capacity of TSIs in the private sector to provide effective support services to facilitate the development of mango exports

Output 2: Improved export operations, financing and marketing of the mango industry through ASEPEX and private sector TSIs in order to comply with the requirements of European markets

3. Activities:

The table below presents the activities that were initiated in 2011 in collaboration with ASEPEX:

Outputs	Activities
Output 2: Improved operations, financing and marketing of the mango industry through ASEPEX and private sector TSIs in order to comply with requirements of European markets	
Sub-output 2.1: Strengthen the skills of private sector TSIs in coordination with the CFAH in the areas of technical and export, quality, packaging and export financing to support all the actors in the value chain of the mango industry to improve export competitiveness.	2.1.1. Improved legal aspects and contractual framework for producers and exporters of mango
	2.1.2. Building competencies and skills in the field of quality for fresh and processed mangoes
Sub-output 2.2. ASEPEX and private sector TSIs are more equipped in information, marketing and promotion tools to provide support services to mango exporters to export to the European market	2.2.2. develop an information unit and business intelligence on mango within ASEPEX
	2.2.3. Development and implementation of a marketing and promotion strategy to penetrate new markets in the EU

The NTF II project in Senegal focuses on strengthening the capacity of ASEPEX and CFAHS to offer support services that meet the needs of mango producers. In this context, ASEPEX has benefited from the initial work focused on strengthening information services and trade intelligence on mangoes. This will enable ASEPEX to offer support services to the mango sector that are more relevant and in line with exporters needs. The implementation of the specialized trade intelligence structure will be undertaken in 2012.

In addition, the completion of the market opportunity study is paving the way for ASEPEX to initiate a more focused comprehensive marketing and promotion plan. The study is based on an in-depth analysis of two main non traditional markets for Senegal which are the UK and Germany. Specific potential market segments were identified which will drive the promotion programme to be put in place to enable Senegalese exporters benefit from these new opportunities.

4. Assumptions and risks:

The successful implementation of the NTF II project is based on the assumption that partner institutions will be fully engaged in the process and demonstrate ownership of project results and sustainability. While ASEPEX has become fully on board and taking on an active role in the design and deployment of NTF II activities, this is not the case of CFAHS which is not yet operational.

The CFAHS has been created by official decree, and has a designated board of administrators but the institution does not have a physical location, nor an organizational structure. This issue has a direct impact on Output 1 which focuses specifically on the capacity of CFAHS to respond to the needs of mango actors. The issue was discussed during the NTF II Steering group meeting in December and during the work planning session with Senegal delegation in Jan. 2012.

To overcome this risk, the NTF II Steering Group recommends to work with a stable and well structured organization in the Niayes region. Project knowledge and skills will be transferred to this institution, which, as a member of CFAHS, will in turn integrate it within CFAHS. This approach has the advantage of building support services that are close to the operational site and will be more accessible to producers in the region. It will also provide a better opportunity to work with CIDA (PADEN Project) which is also based in the Niayes.

During the planning session, the Senegal delegation suggested to reformulate the output 1, to focus on elaborating a business plan for CFAHS. From their point of view, this will enable the CFAHS to have a practical tool to start creating its own structure and to mobilize required financial resources to run its operations.

5. Management and coordination arrangements:

A project manager at ITC is ensuring the day to day management of the project activities, and coordinating implementation of the activities according to the agreed work plan.

The ASEPEX has assigned one of its staff to follow the day to day implementation of the project and ensure smooth progress. The ASEPEX has played a critical role in mobilizing the various actors in the mango sector, to organize field visits and events, and to provide substantive inputs to the terms of reference and the implementation process, showing ownership and commitment.

Given the short timeframe remaining for the project, it has been decided not to hire a project manager but to sub-contract ASEPEX to ensure day to day management of project activities.

6. Monitoring, review and evaluation arrangements:

Building on the indicative work plan, NTFII operates on the basis of planning and six months and a report cycle which is also running on biannual basis. In this way, two times per year the Project Management submit the progress report (monitoring) of the previous six months and work plan for the next semester. The work plan and progress report are then reviewed by the NTF II Steering Group, which is to make a decision on the continuation of the intervention.

7. Key quality and sustainability issues:

The key issue in terms of sustainability is the fact that so far CFAHS is not operational. Though ASEPEX is very actively involved in the project, there is a need for a professional organisation from the sector itself to build up its competencies to provide effective support to enhance competitiveness of exporters. To alleviate this risk, NTF II will work closely with a selected professional institution based in the Niayes so that services and tools delivered under this project will continue to be used and multiplied to cover a larger group of beneficiaries.

III. Work plan for the Next Period

1. Results to be delivered – quantity, quality and time:

In 2012, the focus of the project will be to seize the opportunity to enable mangoes from Senegal to benefit from new market segments opportunities identified in the Market Opportunity Study. The work on quality, packaging, labelling, marketing and promotion will focus on the requirements of these new market segments and strengthen Senegal's position in those markets. It is expected that these activities will enable more effective linkage with potential buyers, and more effective participation in Fruit Logistica 2013. In addition, it is expected that ASEPEX will integrate a more market driven and focused approach to promoting exports of specific products, particularly fresh fruits and vegetables (which is one of the priority sectors ASEPEX is working on as part of the Strategy for Accelerated Growth (SCA)).

The work plan for year 2012 will be as follows:

		Months											
		1	2	3	4	5	6	7	8	9	10	11	12
Output 1.1. : Supporting the operationalisation of Cooperative Federation of Actors Horticulture Senegal (CFAHS)													
Activities	1.1.1 Supporting the development/update of CFAHS Strategic plan												
	1.1.2 Building/strengthening trade and marketing capacities of a relevant member organization of the CFAHS												
Result 2.1. Strengthen the skills of private sector TSIs in coordination with the CFAH in the areas of technical and export, quality, packaging and export financing to support all the actors in the value chain of the mango industry to improve export competitiveness													
Activities	2.1.1. Improved legal aspects and contractual framework for producers and exporters of mango												
	2.1.2. Building competencies and skills in the field of quality for fresh and processed mangoes												
	2.1.3. building competencies and skills in the field of export Packaging												
	2.1.4. Training and counseling in export finance												
Result 2.2. ASEPEX and private sector TSIs are more equipped in information, marketing and promotion tools to provide support services to mango exporters to export to the European market													
Activities	2.2.1. organize an information campaign on the mangoes												
	2.2.2. develop an information unit and business intelligence on mango within ASEPEX												
	2.2.3. Development and implementation of a marketing and promotion strategy to penetrate new markets in the EU												
	2.2.4. develop and implement a package of support services for use by mango exporters												

2. Resource Schedule and budget

Estimated Budget for NTF II Senegal

Activities	Estimated Budget 2012 in US\$
0.1. Coordination and management	30,000
0.2. Monitoring and evaluation	15,000
Output 1: Supporting operationalisation of Cooperative Federation of Actors Horticulture Senegal (CFAHS)	
1.1.1. Supporting the development/update of CFAHS Strategic plan	20,000
1.1.2. Building / Strengthening trade and marketing capacities of a relevant member (cooperative) of the CFAHS	38,000
Output 2.1: Strengthen the TSIs capacity in the areas of export techniques, quality, packaging and financing along the value chain to improve export competitiveness of mangos	
2.1.1. Improved knowledge and control of the contractual framework for producers and exporters of mango	30,000
2.1.2. Development and transfer of skills in the field of quality for exporting fresh and processed mango	80,000
2.1.3. Training and supporting concerned TSIs on Packaging adequate promoting export of mangoes to the EU.	65,000
2.1.4. Training in and supporting export project financing f in the Niayes region.	80,000
Output 2.2: ASEPEX and private sector TSIs are more equipped in information, marketing and promotion tools to provide support services to mango exporters to export to the European market	
2.2.1. Conducting an information campaign on the mango on its strengths. (ASEPEX)	15,000
2.2.2. Creating and developing information unit and business intelligence within ASEPEX mastering the value chain in the mango sector.	43,000
2.2.3. Development and implementation of a strategy to penetrate new markets in the EU.	70,000
2.2.4. Design and development of export support services and tools for the mango exporters and major players	10,678
Miscellaneous	19,867
Support cost (13%)	67,150
Grand Total	583'697

3. Updated risk management plan

Nature of risk	Likelihood	Consequences	Mitigation
CFAHS is not operational within a reasonable timeframe.	Medium	The CFAHS's reliability and sustainability will not be achieved. this will create a situation where the implementation could be considered incomplete with lower know-how transfer effects.	The NTF II steering group agreed to use a stable institution in the Niayes as a partner where project activities will be anchored and project knowledge and skills transferred. The selected institution should be member of the CFAHS. The institution has already been identified and activities are currently implemented in the region itself. Towards the end of the project, specific activities will be undertaken to ensure knowledge and skills transfer at the CFAHS, this will be limited to mangoes.
Limited capacity of ASEPEX to ensure sustainability of project results	Medium	Limited sustainability and therefore limited impact on changing the current performance of the sector	Involve when feasible more staff from ASEPEX in the implementation of project activities. Involve more sector specific well structured institutions, to ensure support services will be maintained and will benefit a wider group of enterprises.
Political instability due to the presidential elections organised in Feb 2012	Medium	Project activities will be further delayed jeopardising achievement of expected outputs	Regular review of the situation and discussion with partners in Senegal if there is a need to further reduce the scope of the project.

4. Special activities to support sustainability

There is a continuous effort to consolidate project outputs and ensure sustainability. The activities are undertaken in close collaboration with ASEPEX to ensure that the capacity built will remain after the end of the project.

5. Updated logical framework with performance indicators and means of verification

In terms of outputs, the content of output 1, which is entirely focused on CFAHS, is reviewed as follows

Output 1: Supporting operationalisation of Cooperative Federation of Actors Horticulture Senegal (CFAHS)

1.1.1 Supporting the development/update of CFAHS Strategic plan

1.1.2 Building/strengthening trade and marketing capacities of a relevant member organization of the CFAHS