

REPUBLIC OF SENEGAL



One People- One Goal- One Faith



OPERATIONS PLAN OF SENEGAL 2022 - 2024

With the Replica/ARC contribution

September 2021

TABLE OF CONTENT

| | |
|--|-----------|
| TABLE OF CONTENT | 2 |
| LIST OF ACRONYMS | 6 |
| 1 GENERAL INFORMATION | 7 |
| 1.1 COUNTRY RISK STATUS..... | 8 |
| 1.1.1 Climate and environmental risks | 8 |
| 1.1.2 Biological risks..... | 10 |
| 1.1.3 Infrastructure risks..... | 10 |
| 1.1.4 Market risks | 10 |
| 1.1.5 Political and human risks | 10 |
| 1.2 AGRO-ECOLOGICAL MAP | 15 |
| 1.3 BRIEF DESCRIPTION OF THE OPERATIONS PLAN..... | 16 |
| 2 INSTITUTIONAL CAPACITIES | 16 |
| 2.1 CURRENT NATIONAL POLICIES OR LEGISLATIVE ARRANGEMENTS | 16 |
| 2.1.1 Plan Sénégal émergent | 16 |
| 2.1.2 National strategies..... | 17 |
| 2.1.3 ARC initiative..... | 17 |
| 2.1.4 REPLICA initiative: START network | 18 |
| 2.2 KEY IMPLEMENTING PARTNERS/DISASTER MANAGEMENT ACTORS | 19 |
| 2.3 DISASTER RESPONSE IMPLEMENTATION FLOWCHART | 20 |
| 3 EVALUATION AND TARGETING..... | 21 |
| 3.1 EXISTING EVALUATION PROCEDURES..... | 21 |
| 3.2 TARGETING AND SELECTION OF BENEFICIARIES..... | 22 |

| | | |
|----------|---|-----------|
| 4 | <i>DROUGHT EXPOSURE PROFILE</i> | 25 |
| 4.1 | GENERAL CHARACTERISTICS OF RAINFALL IN THE COUNTRY | 25 |
| 4.2 | GENERAL GEOGRAPHICAL DISTRIBUTION OF DROUGHTS | 26 |
| 4.3 | HISTORY OF DROUGHTS | 29 |
| 4.4 | IMPACT OF DROUGHTS IN PREVIOUS YEARS (IN TERMS OF THE NUMBER OF VULNERABLE PEOPLE) | 33 |
| 4.5 | HISTORY OF POST-DROUGHT INTERVENTIONS | 35 |
| 4.6 | DESCRIPTION/ANALYSIS OF HISTORICAL DROUGHT CONDITIONS, NUMBER OF VULNERABLE PEOPLE AND RESPONSES | 38 |
| 5 | <i>OPERATIONAL ACTION PLAN</i> | 39 |
| 5.1 | DROUGHT SCENARIOS BASED ON ARV ESTIMATES | 39 |
| 5.2 | GEOGRAPHICAL AREAS AT RISK | 41 |
| 5.3 | DROUGHT CONTINGENCY PLANNING PROCEDURES | 43 |
| 5.4 | DROUGHT RESPONSE COORDINATION MECHANISM | 44 |
| 5.5 | DETAILS OF INTERVENTIONS | 45 |
| | FIRST INTERVENTION: Food and/or cash distribution | 46 |
| | SECOND INTERVENTION : Livestock feed distribution | 50 |
| | THIRD INTERVENTION : Screening, management of cases of acute malnutrition and prevention of micronutrient deficiencies and chronic malnutrition by the Ministry of Health and Social Action (MSAS) through the Department of Maternal and Child Health/ Food and Nutrition Division | 52 |
| 5.6 | IMPLEMENTATION TIMETABLE OF INTERVENTIONS AND STANDARD OPERATING PROCEDURES (SOPs) | 59 |
| 5.6.1 | Seasonal agricultural timetable | 59 |
| 5.6.2 | Intervention implementation timetable | 60 |
| 5.6.3 | Standard Operating Procedures | 64 |
| 6 | <i>FUNDING</i> | 69 |
| 6.1 | TRANSFER PARAMETERS | 69 |
| 6.2 | FINANCIAL ARRANGEMENTS AND COORDINATION OF ARC PAYOUTS | 70 |

| | | |
|-----------|---|------------|
| 7 | MANAGEMENT AND LEARNING | 71 |
| 7.1 | MONITORING, EVALUATION AND LEARNING (ME&L) | 71 |
| 7.1.1 | MONITORING AND EVALUATION BY INTERVENTION | 74 |
| 7.1.2 | RISKS AND MITIGATION STRATEGIES..... | 81 |
| | BIBLIOGRAPHY | 83 |
| | ANNEXES..... | 84 |
| | ANNEX 1: BUDGET BREAKDOWN FOR A POTENTIAL COVERAGE OF US\$30 MILLION | 84 |
| | ANNEX 2: START NETWORK | 85 |
| 8 | GENERAL INFORMATION | 99 |
| 8.1 | KEY IMPLEMENTING PARTNERS/DISASTER MANAGEMENT ACTORS | 99 |
| 8.2 | DISASTER RESPONSE IMPLEMENTATION FLOWCHART | 104 |
| 9 | EVALUATION AND TARGETING | 105 |
| 9.1 | EXISTING EVALUATION PROCEDURES..... | 105 |
| 9.2 | TARGETING AND SELECTION OF BENEFICIARIES..... | 106 |
| 9.3 | DROUGHT RESPONSE COORDINATION MECHANISM | 109 |
| 9.4 | DETAILS OF INTERVENTIONS..... | 111 |
| | FIRST INTERVENTION : Cash distribution | 112 |
| | SECOND INTERVENTION: Distribution of nutritional supplements to pregnant and lactating women and children under 5 years | 116 |
| | THIRD INTERVENTION: Nutrition and hygiene education and awareness..... | 118 |
| 9.5 | IMPLEMENTATION TIMETABLE OF INTERVENTIONS AND STANDARD OPERATING PROCEDURES (SOPs) | 121 |
| 9.5.1 | Seasonal agricultural timetable | 121 |
| 9.5.2 | Intervention implementation timetable..... | 122 |
| 9.5.3 | Standard Operating Procedures | 126 |
| 10 | FUNDING | 131 |

| | | |
|-----------|--|------------|
| 10.1 | RISK TRANSFER PARAMETERS..... | 131 |
| 10.2 | FINANCIAL ARRANGEMENTS AND COORDINATION OF ARC PAYOUTS | 132 |
| 10.3 | BUDGET BY INTERVENTION | 134 |
| 11 | MANAGEMENT AND LEARNING..... | 135 |
| 11.1 | MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING (MEAL) | 135 |
| 11.1.1 | MONITORING AND EVALUATION (M&E) FRAMEWORK | 135 |
| 11.1.2 | MONITORING AND EVALUATION BY INTERVENTION | 137 |
| 11.1.3 | RISKS AND MITIGATION STRATEGIES | 146 |
| | BIBLIOGRAPHY | 148 |
| | ANNEXES..... | 149 |

LIST OF ACRONYMS

| | |
|-----------------|---|
| AAH | Action Against Hunger |
| ANACIM | National Civil Aviation and Meteorological Agency |
| ANSD | National Statistical and Demographic Agency |
| ARC | African Risk Capacity |
| ARV | <i>Africa RiskView</i> |
| CRS | Catholic Relief Services |
| CSA | Food Security Commission |
| DPC | Civil Protection Directorate |
| ERASAN | Rural Food Security, Nutrition and Agricultural Survey |
| EWS | Early Warning System |
| FEWS NET | Famine Early Warning Systems Network |
| MEFP | Ministry of Economy, Finance and Planning |
| MEPA | Ministry of Livestock and Animal Production |
| MSAS | Ministry of Health and Social Action |
| MWG | Multidisciplinary working group |
| NRP | National response plan (Plan de Riposte national) |
| NSR | National Single Register |
| PSE | Plan Sénégal émergent (Emerging Senegal Plan) |
| SECNSA | Executive Secretariat of the National Council for Food Security |
| WVI | World Vision International |

1 GENERAL INFORMATION

| | |
|---|---|
| Name of the Country: | Senegal |
| Legal representative of the Plan | Director of Civil Protection (DPC) Ministry of Interior and Public Security Email: protectioncivile@interieur.gouv.sn Phone number: +221 33 889 39 00 |
| ARC Administrator | ARC National Administrator Food Security Commission (CSA) Email: elmassdiop@yahoo.fr Phone number: +221 77 529 15 62 / +221 338 21 08 11 |
| Focal point of the Plan: | Head of the Operations Plan Group Executive Secretariat of the National Council for Food Security (SECNSA) Email: nicolemansis@secnsa.sn Phone number: 77 579 92 66 |
| REPLICA focal point in Senegal: | Replica/ARC Coordinator in Senegal Email: amadou.diallo@startnetworksenegal.org Phone number: +221 77 861 29 87 |

1.1 COUNTRY RISK STATUS

Senegal is a Sahelian country located in West Africa with an area of 196,712 km² for a population estimated at 15.3 million inhabitants in 2017. Agriculture is the main economic activity. Indeed, nearly half of the country's households (47%) engage in agricultural activities (fishing, livestock breeding, rainfed crops, flood recession farming, forestry, etc.). Most agricultural households (74%) live in rural areas. The country faces various risks, due to its geographical position (Sahelian country) and its main activities (agriculture). Table 1 at the end of this section summarizes the main risks facing Senegal. These risks can be classified into five categories:

- ☞ Climate and environmental risks;
- ☞ Biological risks;
- ☞ Market risks;
- ☞ Infrastructure risks;
- ☞ Political and human risks.

1.1.1 Climate and environmental risks

Among climate and environmental-related hazards, **droughts, floods, crop pests and bushfires** are the most common in Senegal, both in terms of their frequency and the severity of their impact on food security and community livelihoods. These risks benefit from aggravating factors linked to climate change.

Droughts

Drought reflects a soil water deficit with a negative impact on production. Drought results from the low amounts of rainfall received during a year but also from a poor spatio-temporal distribution of the rainfall.



Floods

Between 1990 and 2015, Senegal experienced **floods**, once every two years (PARM, 2016). The degree of severity of the floods is sometimes very high. Floods affected between 400,000 and 600,000 people per year between 1980 and 2008. Losses are estimated at more than US\$42 million (GFDRR, 2011).

Crop pests

The main **crop pests** are (Senegalese or desert) locusts and seed-eating birds. These pests cause huge losses in agricultural production (crops and livestock). In 2004, for example, the damage caused by locusts was estimated at 2 million tons of crops. As for seed-eating birds, they are the main enemies of cereal crops (millet, sorghum, rice and maize).



Bushfires

Each year, on average, an area of approximately 800,000 hectares is destroyed by **bushfires**. This corresponds to a loss of 3.8 million tons of biomass, or 6% of the potential area of pasture during the dry season (World Bank, 2014, p. 127). The phenomenon mainly concerns the regions of Kédougou, Tambacounda and Kolda.

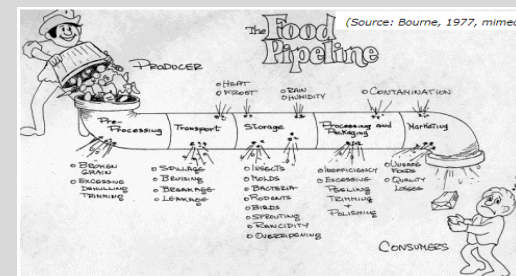


1.1.2 Biological risks

The most common biological risks are related to crop and animal diseases but also to fishing activities. In Senegal, three diseases are the main threats to livestock: contagious bovine pleuropneumonia, Rift Valley fever and foot-and-mouth disease.

1.1.3 Infrastructure risks

Infrastructure risks relate in particular to the conditions for drying, storing and transporting food products such as groundnuts, millet, rice and fruits and vegetables. For groundnut, post-harvest losses can exceed 80%, against 35 to 40% for rice losses (Sarr, 2013).



1.1.4 Market risks

It is in the agricultural sector that market risks are mostly prevalent. These risks are mainly related to price fluctuations, due to variations in supply and demand for food products and inputs. This type of risk affects both producers (farmers, breeders, fishermen, etc.) and consumers (PARM, 2016).

1.1.5 Political and human risks

The situation in Casamance has long been considered a major risk, particularly in the southern part of the country. Currently, this risk is becoming increasingly low. Although it has a long democratic tradition, Senegal is marked by fairly tense pre- and post-election periods that often lead to a slowdown in economic activity. Currently, the most significant political risk remains the terrorist threat raging in the Sahelian area. This situation could have a negative impact on sectors such as tourism.

Table 1: Summary of risks in Senegal

| Type of risk | Risks | Frequency | Severity |
|----------------------------------|--|-----------|----------|
| Climate and environmental | Droughts | Very high | High |
| | InondationsFloods | Medium | High |
| | Crop pests | High | High |
| | Bushfires | High | High |
| Biological | Crop diseases | Medium | High |
| | Animal diseases | High | High |
| | Fishing | High | High |
| Infrastructure | Post-harvest losses | High | Medium |
| Market | Price volatility | High | High |
| Political and human | Insecurity in Casamance Electoral unrest Terrorist attacks Cattle theft | Low | High |

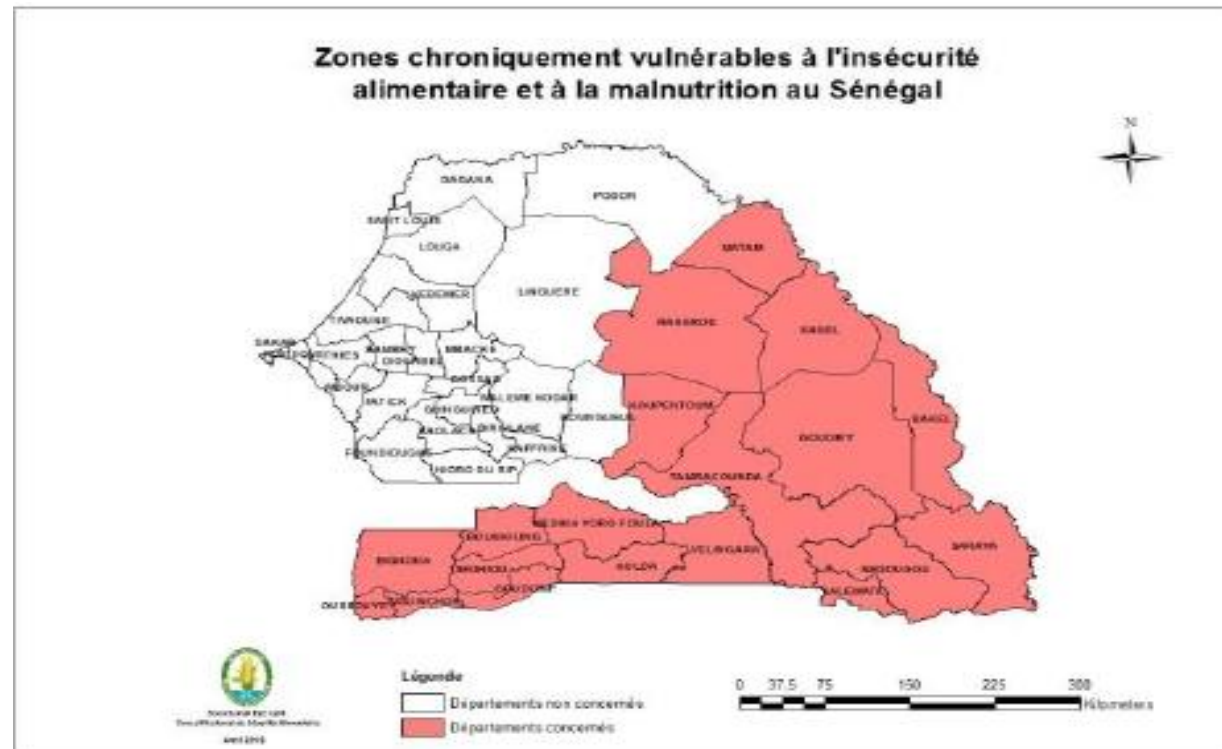
The most vulnerable populations exposed to these various risks live in rural areas. Indeed, despite the significant efforts made to fight against poverty, food insecurity and malnutrition, rural communities are still confronted with these phenomena.

The incidence of poverty is 54% in rural areas, compared to 9% in Dakar and 30% in other urban centers (EHCVM¹, 2018-2019). Between 2011 and 2019, the rural poverty rate fell by 5 percentage points, from 59%² to 54%.

¹ Enquête harmonisée sur les Conditions de Vie des Ménages

² Du fait des changements méthodologiques, les chiffres de 2011 ont été rendus comparables à ceux 2018-2019

The poorest regions remain Sédhiou (66%), Kédougou (62%), Tambacounda (62%), Kolda (57%), Kaffrine (53%), Ziguinchor (51%), Fatick (49%) and Matam (48%).



Regarding food insecurity and malnutrition, 20 departments remain among the most vulnerable. These are the department of Podor and those in the regions of Matam, Tambacounda, Kédougou, Kolda, Sédhiou and Ziguinchor. In these areas, the most vulnerable groups are children under five, pregnant and lactating women, the elderly, persons with disabilities and/or suffering from chronic illnesses.

The country's capacity to prevent and manage disaster risks is relatively limited, due to innumerable constraints. Indeed, the country does not have a disaster risk research unit. Added to this is the lack of a permanent and effective system for exchanging information and prevention techniques on disaster risks. However, many efforts are being made in terms of prevention and risk management.

Regarding risk prevention, the country has an Early Warning System (EWS) in food safety. The EWS collects, processes, and disseminates information relating to the food security of populations, and helps public authorities to prevent risks related to food security. In terms of nutritional monitoring and management of cases of acute malnutrition, the mechanisms of the Ministry of Health and Social Action and those of the Nutrition Reinforcement Program implemented by the Malnutrition Control Unit (CLM) make it possible to ensure continuous monitoring of the nutritional status of vulnerable populations and appropriate case management in the event of a disaster.

With respect to risk management, particularly those related to agriculture in the broad sense, the State and its partners have created the National Agricultural Insurance Company of Senegal (CNAAS). Created in 2008 with a share capital of 1.5 billion FCFA, the CNAAS covers risks related to harvesting, livestock, fishing, equipment, and agricultural infrastructure.

The State has put in place a legal and institutional framework to manage disaster risks. This framework is composed of advisory bodies such as the High Commission for Civil Protection, the National Platform for the Prevention and Reduction of Major Disaster Risks, the Regional and Departmental Commissions for Civil Protection, etc. In addition to these advisory bodies, the Directorate of Civil Protection and the National Fire Brigade are the main implementing bodies for disaster risk management.

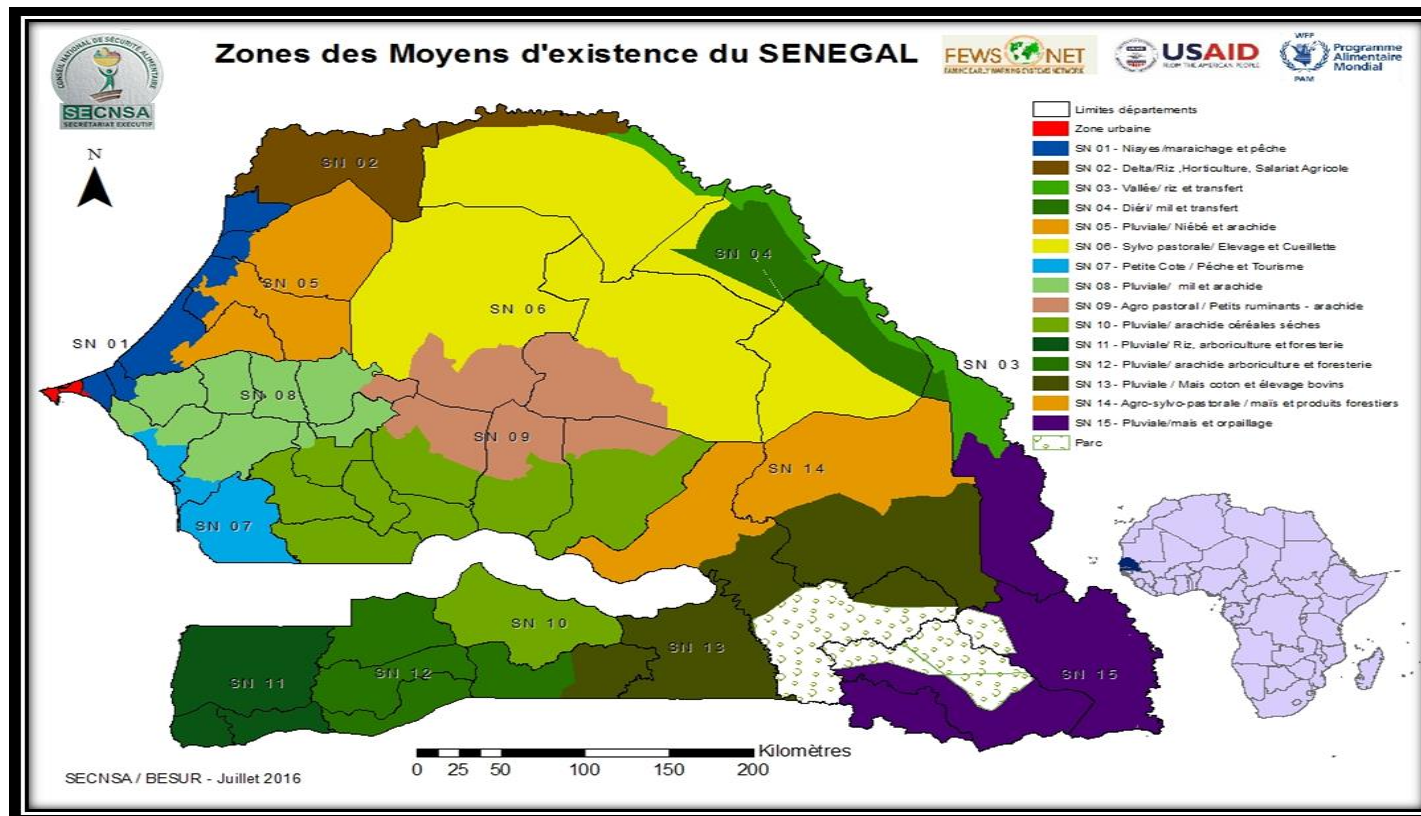
In the pastoral region, the State has developed an innovative mechanism to ensure the survival of livestock threatened by drought, namely the Livestock Safeguarding Operation (OSB). This operation, regularly carried out since 2012, aims at saving sensitive livestock units. The OSB has

enabled the establishment for breeders of a sustainable mechanism for self-supply of livestock feed. It should be noted, however, that pastoral communities have a traditional drought coping mechanism which consists in moving livestock to less affected areas.

To manage risks, the State implements, whenever necessary, a national plan to respond to food insecurity (food and nutrition shock) or an emergency organization plan (for disasters other than food). In addition, the government of Senegal is working on the implementation of a major program of family security grants, the main objective of which is to support the households most affected by poverty. The Universal Health Coverage (UHC), which aims to provide health assistance to the poorest populations, is also to be paid to the many initiatives undertaken by the public authorities to manage the risks faced by households.

Accession to the African Risk Capacity (ARC) is also part of the measures taken by the Senegalese authorities to manage the risks of drought and floods. In addition to these public measures, there are interventions by State development partners and endogenous actions taken by the populations to deal with the risks.

1.2 AGRO-ECOLOGICAL MAP



1.3 BRIEF DESCRIPTION OF THE OPERATIONS PLAN

The purpose of this Operations Plan is to improve the food security of households and livestock affected by a rainfall deficit. This Plan aims to:

- ☞ Provide food assistance to the households most affected by the drought to save lives and secure livelihoods;
- ☞ Safeguard livestock threatened by a lack of grazing;
- ☞ Conduct nutritional surveillance and assistance;
- ☞ Offer appropriate care to populations affected by acute malnutrition in disaster-stricken areas.

This Operations Plan concerns the Replica partners who will replicate the country's insurance policy. Their interventions will supplement the government's interventions if a payout should be triggered. Details regarding the Replica initiative will be added as an annex to this document.

2 INSTITUTIONAL CAPACITIES

2.1 CURRENT NATIONAL POLICIES OR LEGISLATIVE ARRANGEMENTS

2.1.1 Sénégal émergent Plan

By creating the *Plan Sénégal émergent* (PSE), the State has declared its desire to develop contingency plans at national and regional level, to promote the culture of disaster risk prevention and management, to control major industrial events, to set up an early warning system on natural

risks and to improve the safety of hazardous materials transportation. The State also plans to improve the management of natural disasters with the establishment of an assistance and insurance mechanism, the creation of an emergency response fund and capacity building for civil protection actors.

All in all, the State has released 40 billion FCFA to finance a rainwater management project and a project on climate resilience and risk and disaster management. Another project, financed to the tune of 36.4 billion FCFA, will be developed jointly with the project for the integration of adaptation to climate change for the sake of sustainable development in the country, as well as the project for the integrated management of ecosystems in Senegal and the project for the promotion and extension of marine protected areas (PSE, 2014).

2.1.2 National strategies

To strengthen the resilience of the most vulnerable populations, the State has adopted a national food security and resilience strategy, a national social protection strategy and a nutrition development policy. All these initiatives are likely to provide a political framework to strengthen the capacity of populations to cope with the risks of shocks, to respond effectively and to adapt in a sustainable manner.

2.1.3 ARC initiative

In 2012, Senegal joined the African Risk Capacity (ARC) to strengthen its capacity to manage risks related to natural disasters, adapt to climate change, and assist populations at risk of food insecurity. In 2014, Senegal received from ARC an amount of US\$16.5 million to help 927,416 people threatened by food insecurity and to acquire 14,839 tons of livestock feed, sold at a subsidized price to breeders for the benefit of 900,000 cattle. Despite some delay in the release of funds from the national Treasury to the implementing agencies, these operations proved to be successful, since the assistance provided through insurance payouts took place before the call for humanitarian aid. Key lessons learned from these experiences have helped the government and thus informed the disaster response process.

Following a drought event detected by ARV (Africa RiskView) in 2019, some US\$23.1 million were paid to the Government of Senegal and its Replica partner, the START network, under the insurance contracts taken out with ARC.

2.1.4 REPLICA initiative: START network

NGOs are constrained by the current funding model, where donor and public attention is influenced by newspaper headlines. Originally, 15 humanitarian organizations came together to challenge this outdated response model. They joined forces to create a humanitarian system that is collaborative, faster, needs-oriented, decentralized and constantly reflecting, learning, and experimenting. Today, the network has 42 members (international and national NGOs), with a support capacity in 200 countries through 7,000 partners. The START Network is a transformational network of NGOs helping millions of crisis-affected people in an increasingly complex and uncertain world. The network offers new and more effective methods of delivering rapid humanitarian relief where often others cannot.

Nine (9) NGOs from the START network are present in Senegal, but only six (6) of them are involved in the ARC Replica initiative. These are:

- ☞ Action Against Hunger (Action contre la faim)
- ☞ Catholic Relief Services
- ☞ Oxfam
- ☞ Plan International
- ☞ Save the Children
- ☞ World Vision International.

Partners such as the START network involved in this initiative take out an insurance policy that is identical to that taken out by the government, then develop an emergency plan in close collaboration and with the approval of the government. The objective of emergency planning is to set up a coordinated intervention guaranteeing the delivery of rapid, coordinated, and effective aid to the most vulnerable populations, if a payout

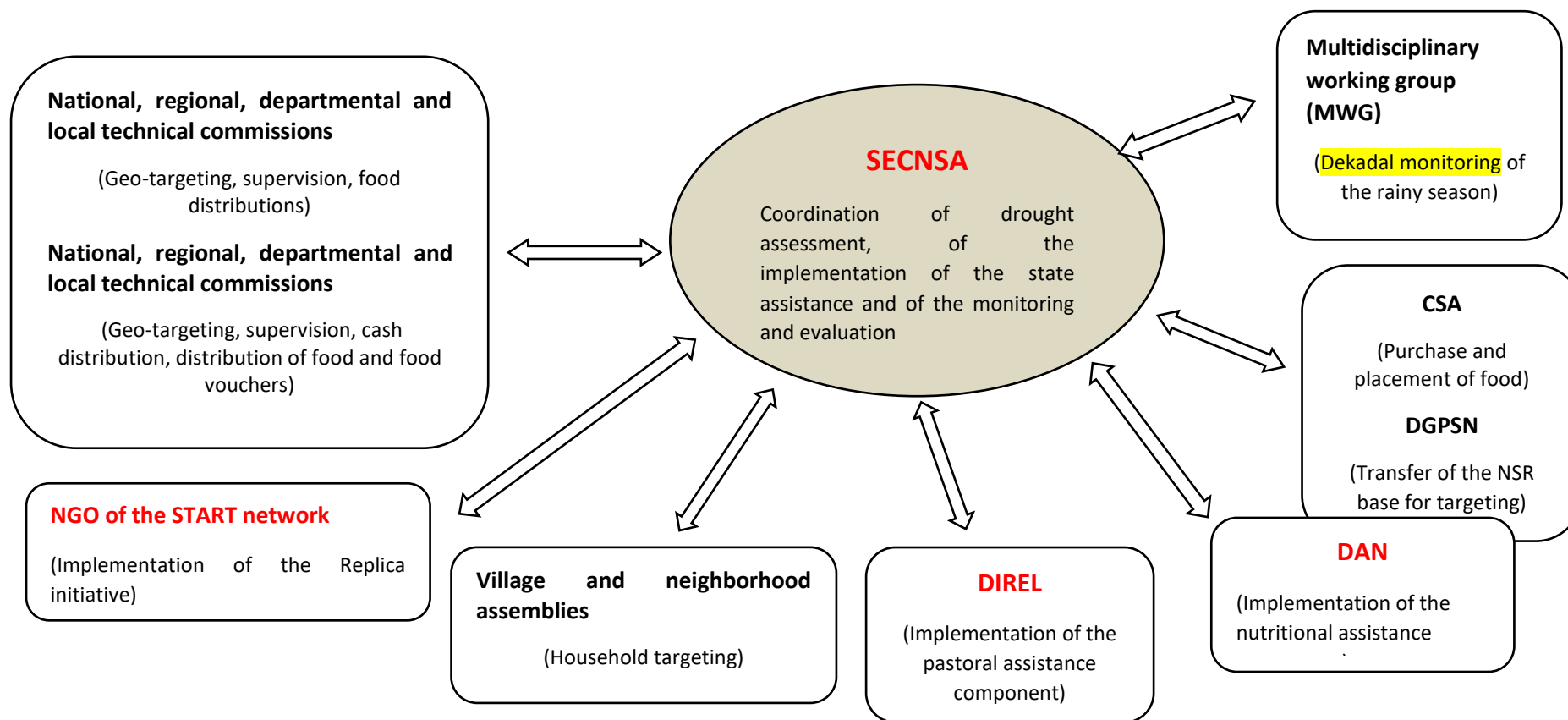
is triggered. The regular submission of joint reports and the ex-post evaluation make it possible to draw the necessary lessons and encourage efficiency and effectiveness. The Final implementation plans (FIPs) are complementary, and the interventions harmonized. However, the Replica partners and the government receive the funds in their respective accounts and intervene in their geographical areas of intervention, which is defined throughout a consultation process.

2.2 KEY IMPLEMENTING PARTNERS/DISASTER MANAGEMENT ACTORS

The State has put in place a legal and institutional framework to manage disaster risks. This framework is made up of advisory bodies such as the High Commission for Civil Protection, the National Platform for the Prevention and Reduction of Major Disaster Risks, the Regional and Departmental Commissions for Civil Protection, etc. In addition to these advisory bodies, the Directorate of Civil Protection and the National Fire Brigade are the main implementing bodies for disaster risk management.

In the event of drought, the Executive Secretariat of the National Council for Food Security (SECNSA) coordinates government responses with all stakeholders (CSA, DAN, DIREL) and partners (WFP, FAO, UNICEF, participating NGOs to the Replica initiative, etc.). Regarding risk prevention, the country has an Early Warning System (EWS) which conducts assessments of areas at risk of drought and food insecurity with the Multidisciplinary Working Group (MWG), which acts as its technical arm.

2.3 DISASTER RESPONSE IMPLEMENTATION FLOWCHART



3 EVALUATION AND TARGETING

3.1 EXISTING EVALUATION PROCEDURES

| # | Type of evaluation | Description of the procedure |
|----|--|--|
| 1. | Assessment of the food situation of the population | <p>This assessment is coordinated by the SECNSA. It usually takes place between October and November. The data is collected by the members of the Early Warning System Technical Committee. The Harmonized Framework or missions in areas at risk are the main tools used. The assessment makes it possible to know the amounts of rainfall received by region, the state of food insecurity, and agricultural production.</p> <p>Funding for these assessments is always done with partners, but this does not ensure a sustainable mechanism. On another note, resources are not always available in a timely manner, and this results in a disruption of the process.</p> |
| 2. | Estimation of the size of the herd affected by a fodder deficit | <p>This assessment is coordinated by the Ministry of Livestock. Vulnerable units are estimated at 25% of the total livestock. The assessment of the availability of biomass is carried out to identify the areas likely to receive assistance. This evaluation is financed by the State of Senegal.</p> |
| 3. | SMART surveys | <p>It is a type of nutrition survey carried out annually by the MSAS and/or the CNDN which determines the levels of prevalence of malnutrition with representativeness at the department or region level.</p> |

| # | Type of evaluation | Description of the procedure |
|----|---|--|
| 4. | Analysis of the MSAS monitoring data | The MSAS continuously performs passive screening for malnutrition through the health structures at all service delivery points (consultation of sick children, healthy children in fixed and advanced strategy.). This system fully covers all health structures in Senegal. |

Drought detection is carried out through an Early Warning System (EWS), in collaboration with the MWG which provides information on the rainfall situation, the state of vegetation and livestock. All the technical structures involved in food security are members of the EWS Technical Committee. This analysis is generally supplemented by the outcomes of the crop year oversight missions in areas at risk and the results of the food security surveys conducted by SECNSA.

The needs assessment is based on the results of the national workshop on the Harmonized Framework, which assesses acute food insecurity in Senegal. Almost all needs assessments are coordinated by SECNSA: the Early Warning System, food security surveys, national workshops on the Harmonized Framework, etc.

3.2 TARGETING AND SELECTION OF BENEFICIARIES

The targeting operations will be coordinated by SECNSA and will be financed exclusively by the State's own funds or other funds, such as insurance payouts, etc.

The targeting of departments affected by shocks related to drought and food insecurity will be carried out based on the results of the Harmonized Framework, which is the most suitable tool for the geographical targeting of areas prone to drought and food insecurity, provided that the

analysis is carried out at the level of the departments. These results indicate the regions, departments and the number of people affected by food and nutrition insecurity.

The targeting of communes, villages and neighborhoods will be based on the identification of areas at risk through a survey conducted at the level of the technical services in charge of development. The regional and departmental commissions, supported by the National Commission, will validate the list of communes, villages and districts targeted according to specific criteria. The villages/districts within the same commune will be selected by the Departmental Committee for Food Security (CDSA)³ during a workshop convened and chaired by the Prefect, on the written recommendation of the SECNSA. To target the villages/districts of a commune, the members of the Departmental Food Security Committee (CDSA) draw on criteria linked to the assessment of the previous crop year, such as drought, vulnerability, the pastoral situation, etc.

Household targeting will be done based on the National Single Register (NSR) according to criteria defined by the SECNSA. It will be carried out by the village/district assemblies, under the supervision of the members of the National Commission. The members of the assembly will make use of precise and objective criteria based on the assessment of the state of vulnerability, food and nutrition security, livelihoods, etc.

It should be emphasized that the targeting of households will in no way be based on family, ethnic, political, or religious considerations.

After targeting beneficiaries, a verification survey will be carried out to make the necessary corrections. The data that will identify the eligibility of a household will be collected using the SAP/Mobile application, installed on tablets (which are already available to SECNSA). After the correction and verification, the lists of households will be made available to the commissions, mobile payment operators, authorities, and relevant partners. The information collected from the households is recorded in minutes signed by all the members of the targeting committees

³Cf. Annexe pour la composition du CDSA

present during the meeting. A copy of each minutes' report will be given to each village/district assembly and made available to the prefecture of the department.

Regarding the supervision of operations, three facilitation teams will be set up in each department and will lead the beneficiary households targeting assemblies within the villages/districts concerned. These teams will be made up of four people, including at least one agent from SECNSA and a regional coordinator and/or a social worker from the DGPSN.

The targeting of OSB beneficiaries is done by the commissions set up in the departments and communes, chaired by the Administrative Authority.

❖ **Targeting for the nutrition component**

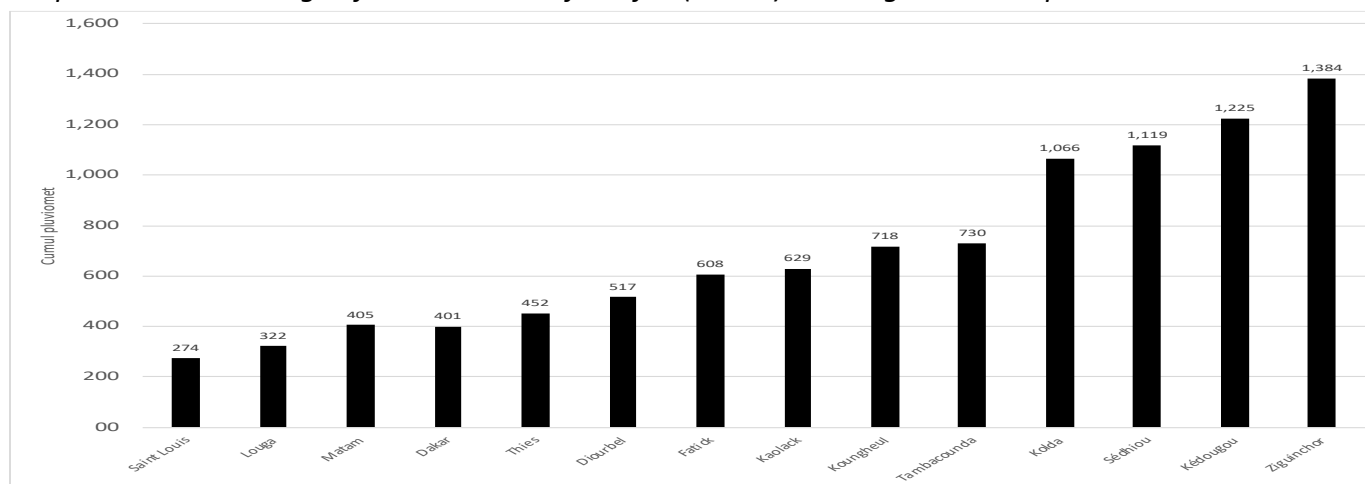
For the nutrition component, the target population is estimated based on population data from the ANSD and the results of passive and active screening activities (which are not done exhaustively) for malnutrition carried out by health structures and at the community level. The results of the screenings to be carried out each year will make it possible to identify children affected by moderate acute malnutrition (MAM) and severe acute malnutrition (SAM) for these periods and to initiate case management activities at the community level.

4 DROUGHT EXPOSURE PROFILE

4.1 GENERAL CHARACTERISTICS OF RAINFALL IN THE COUNTRY

Like all Sahelian countries, Senegal is marked by high spatio-temporal variability in rainfall. Indeed, rainfall levels do not reach 500 mm in general in the northern regions. This is the case of the regions of Saint-Louis, Louga and Matam, while the southern regions such as Ziguinchor, Kédougou and Sédhiou record on average more than 1000 mm per year (Graph 1).

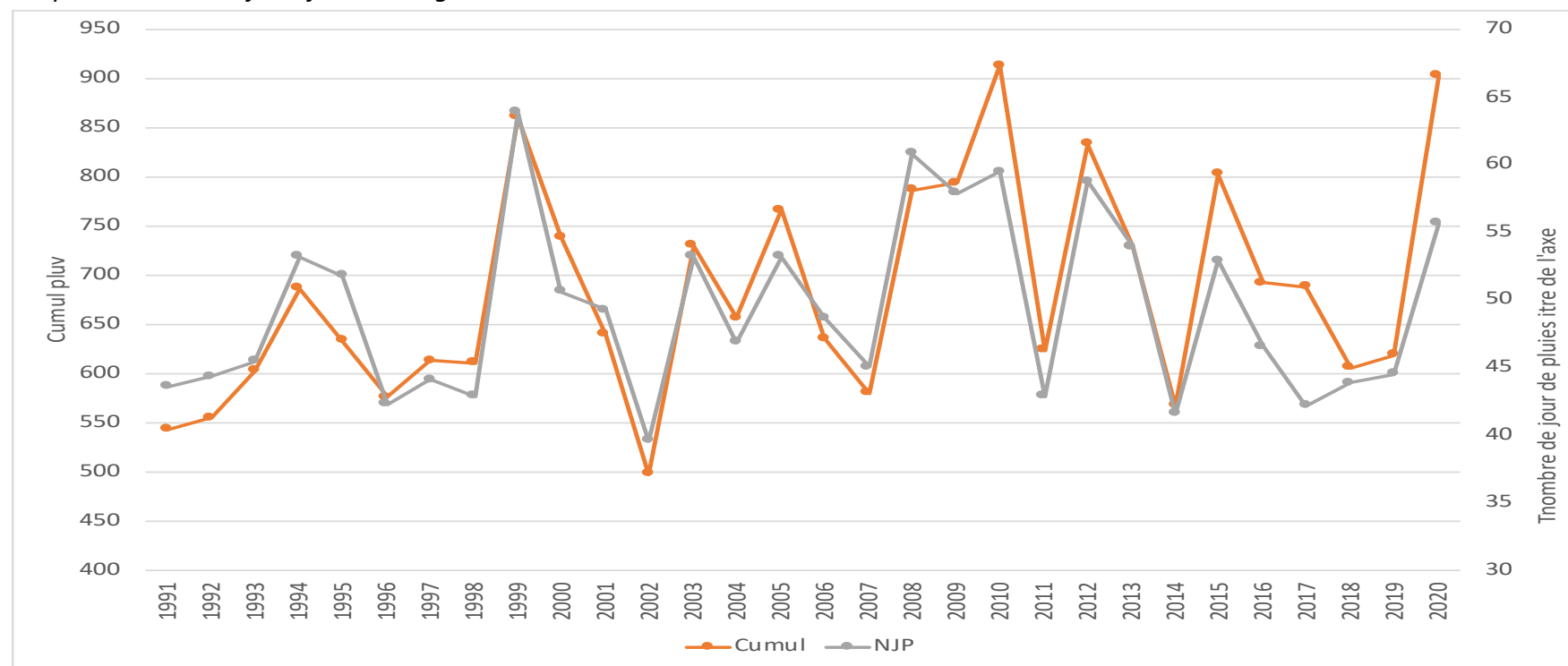
Graph 1: Annual average of the evolution of rainfall (in mm) in Senegal over the period 1991-2020



Source: ANACIM, 2021

Graph 2 also shows erratic rainfall over time. During the period 1991-2020, there was an upward trend in precipitation and in the number of rainy events. Cumulative rainfall recorded over the last ten years average around 725 mm per year (Graph 2). Rainfall was particularly low (in quantity and duration) during the years 1991 and 2007.

Graph 2: Evolution of rainfall in Senegal between 1991 and 2020



Source : ANACIM 2021

4.2 GENERAL GEOGRAPHICAL DISTRIBUTION OF DROUGHTS

Senegal has 14 regions and 46 departments. All the departments are directly affected to some extent by the drought phenomenon, except for those of Pikine, Guédiawaye, Keur Massar and Dakar.

| Regions | Districts | Areas prone to drought | Three main crops vulnerable to droughts | Other important livelihoods |
|-----------------|---|------------------------|---|---|
| DAKAR | DAKAR, GUEDIAWAYE, PIKINE, RUFISQUE and KEUR MASSAR | Yes | Groundnut, millet and maize | Livestock breeding, Trade and Fishing |
| DIOURBEL | BAMBEY, DIOURBEL and MBACKE | Yes | Groundnut, millet and maize | Trade and livestock breeding |
| FATICK | FATICK | Yes | Groundnut, millet and maize | Fishing, tourism, salt exploitation, livestock breeding |
| FATICK | FOUNDIOUGNE | Yes | Groundnut, millet and maize | Tourism, fishing, livestock breeding |
| FATICK | GOSSAS | Yes | Groundnut, millet and maize | Livestock breeding |
| KAFFRINE | BIRKELANE, KAFFRINE, KOUNGHEUL and MALEM HODDAR | Yes | Groundnut, millet and maize | Livestock breeding |
| KAOLACK | GUINGUINEO | Yes | Groundnut, millet and maize | Livestock breeding |
| KAOLACK | KAOLACK | Yes | Groundnut, millet and maize | Trade, livestock breeding, fishing |
| KAOLACK | NIORO | Yes | Groundnut, millet and maize | Livestock breeding, trade |
| KEDOUGOU | KEDOUGOU | Yes | Groundnut, millet and maize | Gold mining, forestry |

| | | | | |
|--------------------|--|-----|-----------------------------|--|
| KEDOUGOU | SALEMATA et SARAYA | Yes | Groundnut, millet and maize | Forestry |
| KOLDA | KOLDA, MEDINA YORO FOULAH and VELINGARA | Yes | Groundnut, millet and maize | Forestry, fishing, livestock breeding |
| LOUGA | KEBEMER et LINGUERE | Yes | Cowpea, groundnut, millet | Livestock breeding |
| LOUGA | LOUGA | Yes | Cowpea, groundnut, millet | Livestock breeding, emigration |
| MATAM | KANEL, MATAM and RANEROU | Yes | Groundnut, millet and maize | Livestock breeding |
| SAINT LOUIS | DAGANA | Yes | Rice, millet and maize | Market gardening, livestock breeding, fishing |
| SAINT LOUIS | PODOR | Yes | Rice, millet and maize | Fishing, market gardening, livestock breeding |
| SAINT LOUIS | SAINT LOUIS | Yes | Groundnut, millet and maize | Tourism, fishing |
| SEDHIOU | BOUNKILING, GOUDOMP and SEDHIOU | Yes | Groundnut, millet and maize | Fishing, forestry |
| TAMBACOUNDA | BAKEL | Yes | Groundnut, cotton and maize | Fishing, emigration, livestock breeding |
| TAMBACOUNDA | GOUDIRY | Yes | Groundnut, millet and maize | Emigration, livestock breeding |
| TAMBACOUNDA | KOUMPENTOUM and TAMBACOUNDA | Yes | Groundnut, millet and maize | Livestock breeding |

| | | | | |
|-------------------|-------------------------|-----|-------------------------------|---|
| THIES | MBOUR | Yes | Groundnut, millet and cassava | Fishing, trade, livestock breeding |
| THIES | THIES | Yes | Groundnut, millet and cassava | Fishing, market gardening, industry, breeding |
| THIES | TIVAOUANE | Yes | Groundnut, millet and cassava | Trade, industry, market gardening |
| ZIGUINCHOR | BIGNONA | Yes | Rice, millet and maize | Fishing, forestry |
| ZIGUINCHOR | OUSSOUYE and ZIGUINCHOR | Yes | Rice, millet and maize | Fishing, forestry, tourism |

4.3 HISTORY OF DROUGHTS

The key aspect of weather-related risks is the hygrometric stress caused either by irregular rainfall, the early cessation or late onset of rains, or by prolonged drought. Even in the absence of these specific conditions, studies have shown that more than 40% of the variation in national crop yields can be attributed to the simple variation in annual rainfall (World Bank, 2014). The abnormal rainfall frequency is estimated at 34.6% over the whole country with an upward abnormality of 20% and a downward abnormality of 14.6%.

Disparities remain in the major agro-ecological zones of animal production: the risk of abnormal rainfall is greater in the Niayes (32.7%) than in the Ferlo and the South-East (27.5% in each of the two areas). All regions of Senegal are affected to some extent by drought conditions, except for the Dakar region. The whole country is receiving assistance.

| Year | Main regions affected | Source of drought data | Official declaration following the rainfall deficit | Food security conditions |
|-----------|--------------------------|------------------------|---|---|
| 2007 | All regions except Dakar | ANACIM | No | <ul style="list-style-type: none"> - Decline in agricultural production; - Lack of grazing for livestock; - Rural exodus; - Sale of livestock at knock-down prices; - Sale of production equipment; - Food and nutrition insecurity |
| 2008-2010 | None | | | - |
| 2011 | All regions except Dakar | ANACIM | No | <ul style="list-style-type: none"> - Decline in agricultural production; - Lack of grazing for livestock; - Rural exodus; - Sale of livestock at knock-down prices; - Sale of production equipment; - Food and nutrition insecurity |
| 2012 | None | | | - |
| 2013 | All regions except Dakar | ANACIM | No | <ul style="list-style-type: none"> - Decline in agricultural production; - Lack of grazing for livestock; - Rural exodus; - Sale of livestock at knock-down prices; - Sale of production equipment; - Food and nutrition insecurity |
| 2014 | All regions except Dakar | ANACIM | No | <ul style="list-style-type: none"> - Decline in agricultural production; - Lack of grazing for livestock; |

| | | | | |
|------|--------------------------|--------|----|---|
| | | | | <ul style="list-style-type: none"> - Rural exodus; - Sale of livestock at knock-down prices; - Sale of production equipment; - Food and nutrition insecurity |
| 2015 | All regions except Dakar | ANACIM | No | <ul style="list-style-type: none"> - Decline in agricultural production; - Lack of grazing for livestock; - Rural exodus; - Sale of livestock at knock-down prices; - Sale of production equipment; - Food and nutrition insecurity |
| 2016 | All regions except Dakar | ANACIM | No | <ul style="list-style-type: none"> - Decline in agricultural production; - Lack of grazing for livestock; - Rural exodus; - Adoption of negative strategies (food and livelihood): <ul style="list-style-type: none"> o Sale of livestock at knock-down prices; o Sale of production equipment; - Food and nutrition insecurity |
| 2017 | All regions except Dakar | ANACIM | No | <ul style="list-style-type: none"> - Decline in agricultural production; - Lack of grazing for livestock; - Rural exodus; - Adoption of negative strategies (food and livelihood): <ul style="list-style-type: none"> o Sale of livestock at knock-down prices; o Sale of production equipment; - Food and nutrition insecurity |

| | | | | |
|------|--------------------------|--------|----|---|
| 2018 | All regions except Dakar | ANACIM | No | <ul style="list-style-type: none"> - Decline in agricultural production; - Lack of grazing for livestock; - Rural exodus; - Adoption of negative strategies (food and livelihood): <ul style="list-style-type: none"> ○ Sale of livestock at knock-down prices; ○ Sale of production equipment; - Food and nutrition insecurity |
| 2019 | All regions except Dakar | ANACIM | No | <ul style="list-style-type: none"> - Decline in agricultural production; - Lack of grazing for livestock; - Rural exodus; - Adoption of negative strategies (food and livelihood): <ul style="list-style-type: none"> ○ Sale of livestock at knock-down prices; ○ Sale of production equipment; - Food and nutrition insecurity |

4.4 IMPACT OF DROUGHTS IN PREVIOUS YEARS (IN TERMS OF THE NUMBER OF VULNERABLE PEOPLE)

This section describes the impact of droughts in Senegal over the past 10 years in terms of the number of people and households requiring assistance.

| Year | People affected by food insecurity | | People affected by malnutrition | | Livestock affected | |
|------|------------------------------------|---------------------------------------|--|---------------------------------------|------------------------------------|---------------------------------------|
| | Number | Source | Number | Source | Number | Source |
| 2007 | Not available | | | | | |
| 2011 | 806,000 | WFP (Action Plan, 2012) | * 120,000 children aged 6-59 months * 10,900 pregnant and lactating women (PLW) | WFP (Action Plan, 2012) | 645,721 vulnerable livestock units | WFP (Action Plan, 2012) |
| 2013 | 675,000 | SECNSA (National Response Plan, 2014) | | SECNSA (National Response Plan, 2014) | 628,163 vulnerable livestock units | SECNSA (National Response Plan, 2014) |
| 2014 | 927,416 | SECNSA (National Response Plan, 2015) | | SECNSA (National Response Plan, 2015) | | SECNSA (National Response Plan, 2015) |
| | 784,000 | ARC (ARV bulletin, November 2014) | | | | |
| 2015 | 829,193 | Harmonized Framework | * 54,918 children aged 6-59 months with SAM; * 100,936 children 6-59 months with MAM; | SECNSA (National Response Plan, 2015) | 570,457 vulnerable livestock units | SECNSA (National Response Plan, 2015) |

| Year | People affected by food insecurity | | People affected by malnutrition | | Livestock affected | |
|------|------------------------------------|----------------------|--|---------------------------------------|--------------------|--|
| | | | <ul style="list-style-type: none"> * 10,362 PLW suffering from malnutrition; * 956,607 children aged 6-59 months and 69,081 PLW benefiting from a regular acute malnutrition monitoring; * 1,066,562 children aged 6-59 months and 1,264,481 women of childbearing age targeted by preventive activities. | | | |
| 2016 | 484,480 | Harmonized Framework | <ul style="list-style-type: none"> * 19,376 children under 5 years with SAM; * 64,496 other children under 5 years for the treatment of MAM; * 7,825 PLW benefiting from a food ration over a period of four months through pre- and post-natal consultations with health facilities. | SECNSA (National Response Plan, 2016) | | |

| Year | People affected by food insecurity | | People affected by malnutrition | | Livestock affected | |
|------|------------------------------------|----------------------|--|--|--------------------|--|
| 2017 | 341,929 | Harmonized Framework | - | - | 778,471 UBT | Emergency Plan for Food Security (2017 PUSA) |
| 2018 | 244,859 | Harmonized Framework | - | - | - | - |
| 2019 | 723,839 | Harmonized Framework | *2,079,899 (i.e. 90%) children aged 6-59 months in the intervention areas. | National Response Plan (NRP 2019-2020) | 370,567 UBT | National Response Plan (NRP 2019-2020) |

4.5 HISTORY OF POST-DROUGHT INTERVENTIONS

Over the past 10 years, the State has implemented six interventions following drought events that affected the crop years of 2007/2008, 2011/2012, 2013/2014, 2014/2015, 2016/2017 and 2018/2019.

| | Number of people benefiting from food assistance | | Number of beneficiaries of nutrition activities | | Number of livestock units having benefited from the sale of subsidized feed | |
|-------------|--|---|---|---|---|---|
| | Number | Source | Number | Source | Number | Source |
| 2008 | 24,941 tons of rice distributed to the populations | CSA | | | | |
| 2012 | 1,080,902 personnes | Assessment of the food and nutrition crisis of 2011/2012 (Ministry of Family) | 250,000 children | Assessment of the food and nutrition crisis of 2011/2012 (Ministry of Family) | 116,980 livestock units | Assessment of the food and nutrition crisis of 2011/2012 (Ministry of Family) |

| | | | | | | |
|-------------|----------------|---|---|---|------------------------------------|---|
| 2014 | 618,395 | Report of the National Response Plan, 2014 (SECNSA) | 25,571 enfants | Report of the National Response Plan, 2014 (SECNSA) | 41 livestock units | Report of the National Response Plan, 2014 (SECNSA) |
| 2015 | 927,416 | Harmonized Framework | <ul style="list-style-type: none"> * 54,918 children aged 6-59 months with SAM; * 100,936 children 6-59 months with MAM; * 10 362 PLW; * 956,607 aged 6-59 months and 69,081 PLW benefiting from a regular acute malnutrition monitoring; * 1,066,562 children aged 0-59 months and 1 264 481 women of childbearing age benefiting from preventive activities. | Report of the National Response Plan, 2015 (SECNSA) | 570,457 vulnerable livestock units | Report of the National Response Plan, 2015 (SECNSA) |
| 2016 | 484,480 | Harmonized Framework | * 19,376 children under 5 years with SAM; | National Response Plan (NRP 2016) | | |

| | | | | | | |
|-------------|---------|----------------------|--|-----------------|---|--|
| | | | <p>* 64,496 other children under 5 years for the treatment of MAM;</p> <p>* 7,825 PLW benefiting from a food ration over a period of four months through pre- and post-natal consultations with health facilities.</p> | | | |
| 2017 | 341,929 | Harmonized Framework | - | - | 778,471 UBT | Emergency Plan for Food Security (2017 PUSA) |
| 2018 | 244,859 | Harmonized Framework | - | - | - | - |
| 2019 | 723,839 | Harmonized Framework | 26,630 malnourished children who need assistance | FIP (2019/2020) | 370,567 head of cattle that need assistance | FIP (2019/2020) |

4.6 DESCRIPTION/ANALYSIS OF HISTORICAL DROUGHT CONDITIONS, NUMBER OF VULNERABLE PEOPLE AND RESPONSES

In 2008, 24,941 tons of food were distributed in rural areas. It is difficult to determine the number of beneficiaries since there was no targeting.

The 2012 National Response Plan was coordinated by the Ministry of the Family and implemented by the World Food Program (WFP). In total, food assistance reached 1,117,514 people (NRP, 2012). Regarding the nutrition component, the intervention reached 83,488 beneficiaries, including 58,578 children aged 6 to 59 months.

In 2014, the National Response Plan (NRP) was coordinated by the Executive Secretariat of the National Council for Food Security (SECNSA). For the food assistance component, 618,395 people were assisted, compared to an initial target of 675,000 people. With regard to the Livestock Safeguarding Operation, the target was 628,163 livestock units for needs assessed at 56,535 tons. The target was achieved at 6.6%.

In 2015, Senegal implemented the NRP with ARC funds (9.6 billion FCFA). Food assistance reached 95,358 households in all 14 regions of the country, or 950,358 people, compared to an initial target of 927,416 people. This plan was implemented with the Senegal's humanitarian partners. For the Livestock Safeguarding Operation (OSB) component, an envelope of 3.2 billion has been allocated to the purchase of livestock feed.

During the Harmonized Framework workshop in March 2017, Senegal adopted an Emergency Plan for Food Security (PUSA) in order to intervene in the six departments in a situation of crisis: Bambey, Malem Hoddar, Kanel, Matam, Goudiry and Tambacounda. The number of people targeted was 341,929, or 42,741 households. Finally, the number of livestock assisted through feed distribution amounted to 778,471 units. The PUSA was implemented with WFP (Matam), the World Bank (Goudiry and Malem Hoddar) and the SECNSA (Bambey, Kanel, Tambacounda). 4,612 tons of rice were distributed to 24,538 households and 14,889 households benefited from cash distributions up to 5,000 FCFA/person. The target was achieved at 74.3% for food assistance.

In 2018, 244,859 people, or 30,607 households, were classified in the "crisis" phase in the departments of Podor, Matam, Kanel and Ranérou. The target achieved was 33% for food assistance and 26% for OSB.

In 2019, Senegal implemented the NRP with ARC funds (13 billion FCFA).

5 OPERATIONAL ACTION PLAN

5.1 DROUGHT SCENARIOS BASED ON ARV ESTIMATES

In this section, four scenarios are defined based on assumptions related to the outcome of the rainy season and the payments received from the ARC. It should be mentioned, however, that ARC payouts are critically dependent on rainfall, but abundant rainfall does not necessarily mean good agricultural production. Studies have clearly established that more than 40% of the variation in annual yields of national crops is exclusively due to fluctuations in rainfall (Kandj, Verchot, & Mackensen, 2005).

| Scenario | ARC payout level | Measures to be taken by the State |
|---|------------------------------|--|
| Scenario 1: Normal year | No payout | <p>Distribution of cash to the most affected households in the departments classified in phase 3 of the Harmonized Framework. If no department is in phase 3, the State and its partners will not implement the National Response Plan (NRP).</p> <p>The PRN and MSAS will carry out standard nutritional surveillance and management of acute malnutrition activities using their own systems and with the support of their partners. These actions will specifically involve the regions of Matam, Tambacounda, Kédougou, Kolda, Sédhiou and Ziguinchor and the department of Podor.</p> |
| Scenario 2: Severity of the drought event with a frequency of once every 5 years | Small payout (US\$1 million) | <p>This scenario is undoubtedly the most realistic one in view of the overall progress of the rainy season marked by cumulative rainfall greater than or equal to normal and good crop growth. The payout received would be less than US\$2 million.</p> <p>Cash distribution operations will be carried out to support the affected populations after distribution of the areas to be covered between the State and the members of the STARTNETWORK network.</p> |

| Scenario | ARC payout level | Measures to be taken by the State |
|---|--|---|
| | | <p>The departments targeted will be those classified in phase 3 of the Harmonized Framework. If no department is in phase 3, the intervention will target the most vulnerable departments with the highest proportion of people in phase 3 of the Harmonized Framework.</p> <p>The Livestock Safeguarding Operation (OSB) will be implemented in the Departments with a fodder deficit.</p> |
| <p>Scenario 3: Severity of the drought event with a frequency of once every 10 years</p> | <p>Medium payout (US\$7,5 millions)</p> | <p>In this case, the National Response Plan would integrate the pastoral and nutritional component. In total, 25% of the payment would be devoted to the purchase of feed for livestock in pastoral areas and areas hosting transhumant livestock and 5% for the nutritional component (support from members of the STARTNETWORK network for the State routine activities in areas with a high prevalence of malnutrition).</p> <p>The remaining funds would be used to help populations suffering from food insecurity in the departments in phase 3 of the Harmonized Framework after distribution between the State and the members of STARTNETWORK.</p> |
| <p>Scenario 4: Severity of the drought event with a frequency of more than once every 30 years</p> | <p>Large payout (US\$13 million or more)</p> | <p>In the current conditions of the rainy season, it is unlikely that this scenario will materialize. In the current state of wintering, it is unlikely that this scenario will materialize.</p> <p>A vast national response plan will be implemented. It would have three components: cash distribution (60%), livestock feed distribution (30%) and nutrition activities (10%).</p> <p>Acute malnutrition screening campaigns and acute malnutrition management activities will take place every two months.</p> <p>In-depth geographical targeting will be carried out to determine the departments and communes most affected by the drought and the distribution between state agencies and STARTNETWORK partners.</p> <p>Acute malnutrition screening campaigns and management activities will take place every two months.</p> |

The following scenarios have been defined for START partners who will pay a lower insurance premium than the government:

| Scenario | Description |
|----------------------------------|---|
| Scenario 1: Small payout | Rainfall corresponding to the severity of a drought event whose frequency is once every 5 years, as modeled by ARV. Expected payout from ARC: approx. US\$1 million |
| Scenario 2: Medium payout | Below average rainfall, corresponding to the severity of a drought whose frequency is once every 7-10 years, as modeled by ARV. Expected payout from ARC: approximately US\$7.5 million. |
| Scenario 3: Large payout | Rainfall level well below average, corresponding to the severity of a drought whose frequency is greater than once every 30 years, as modeled by ARV. Expected payout from ARC: US\$13 million max. |

5.2 GEOGRAPHICAL AREAS AT RISK

Areas at risk are the 20 departments mentioned above. The departments of Malem, Hoddar and Bambey are also to be monitored, given their recurrent vulnerability to food insecurity due to rainfall deficits over the past two years.

The Harmonized Framework of March 2018 estimated the number of people affected by food insecurity at 548,217 for the month of June 2018. In addition, according to the analysis of areas affected by food insecurity in November 2019, 38 (i.e. 80 %) of the 45 administrative departments in the country will face food insecurity problems in 2020, i.e. 351,866 people in current situations and 723,839 according to projections. These localities are also the poorest in the country: the incidence of poverty is 65.6% in Sedhiou, 61.9% in Kedougou and 61.9% in Tambacounda. All

the areas mentioned concentrate 980,871 poor people, or 16.3% of the total number of poor people in Senegal. In addition, the region of Matam, ranking 8th among the areas most affected by poverty, and the department of Podor are areas in a state of quasi-structural drought.

For all these reasons, these areas will need assistance to address persistent food insecurity, even in the absence of funds from ARC.

| Scenario | Areas at risk | Number of people affected | Observations |
|-------------------|--|---------------------------|---|
| Scenario 1 | Kédougou, Kolda, Matam, Saint-Louis (département de Podor), Sédhiou, Tambacounda, Ziguinchor, Diourbel (Bambey), Kaffrine (Malem Hoddar) | 500,000 | A food security survey will be carried out twice during 2020. It will be followed by a food security analysis during the Harmonized Framework national workshop in March 2020. This will make it possible to identify more precisely the areas at risk and to determine the number of people affected, whatever the scenario. |
| Scenario 2 | Kédougou, Kolda, Louga, Matam, Saint-Louis, Sédhiou, Tambacounda, Diourbel (Bambey), Kaffrine (Malem Hoddar) | 600,000 | |
| Scenario 3 | All regions except Dakar | 850,000 | |
| Scenario 4 | All regions | 1,039,550 | |

5.3 DROUGHT CONTINGENCY PLANNING PROCEDURES

Actors responsible for coordinating emergency plans

To deal with a drought situation, the Government of Senegal develops and implements a National Response Plan (NRP), under the coordination of the Executive Secretariat of the National Council for Food Security (SECNSA), hosted by the General Secretariat of the Government (GSG). The SECNSA works closely with all stakeholders.

The START network, which accompanies and assists the government in the development and implementation of contingency plans, the operations plan and the joint implementation plan, will be a determining factor and will work within the coordination team set up by the government.

Stakeholders

- ☞ The Food Security Commission (CSA), responsible for activities related to the procurement and delivery of food for the populations;
- ☞ The General Delegation for Social Protection and National Solidarity (DGPSN), which will provide the list of the National Single Register (NSR) for targeting households;
- ☞ The Ministry of Livestock and Animal Production, responsible for the procurement and delivery of livestock feed as part of the Livestock Safeguarding Operation;
- ☞ Le ministère de la Santé et de l'Action sociale, qui s'occupe du dépistage et procède à la prise en charge des cas de malnutrition aiguë sévère au niveau des formations sanitaires ;
- ☞ The Ministry of Health and Social Action, which screens and treats cases of severe acute malnutrition in health facilities;
- ☞ The Regional Food Security Committees (CRSA) and Departmental Food Security Committees (CDSA), set up and chaired by governors and prefects respectively. These bodies support the implementation of emergency plans at the regional level;
- ☞ Technical and financial partners (FAO, WFP, UNICEF, Senegalese Red Cross, OXFAM, CARITAS, ACTED, CECI, AAH, etc.) who support the government in the implementation of emergency plans.
- ☞ The START Network, made up of six international NGOs: Action Against Hunger, Catholic Relief Services, OXFAM, Save the Children, Plan International and World Vision International.

| ARC payouts (in US\$ million) | Activities to implement | Observations |
|----------------------------------|---|---|
| < 1 | Distribution of food or food vouchers | Departments classified in “crisis phase” by the Harmonized Framework |
| 7,5 | Food distributions | Departments classified in “crisis phase” by the Harmonized Framework |
| 13 | Cash distribution Sale of livestock feed at subsidized prices Implementation of screening and treatment activities for acute malnutrition | Departments classified in “crisis phase” by the Harmonized Framework The number of vulnerable livestock units will be estimated The areas most affected by acute malnutrition will be identified by the SMART survey and the affected populations will be estimated according to the prevalence |

Regardless of the amount received, part of the funds will be used to finance beneficiary targeting operations.

5.4 DROUGHT RESPONSE COORDINATION MECHANISM

The SECNSA is the structure responsible for coordinating response plans that integrate ARC-related interventions. The other stakeholders are the Food Security Commission (CSA), the Ministry of Health and Social Action (MSAS), the Ministry of Livestock and Animal Production (MEPA), the Ministry of Finance and Budget, Regional and Departmental Food Security Committees (CRSA and CDSA), technical and financial partners, NGOs and their operational partners.

The number of households requiring food assistance is determined through food security analysis using the Harmonized Framework tool. In each targeted department, the Food Security Committee selects villages and districts according to well-defined vulnerability criteria. At this stage, a

targeting mission is organized by the National and Local Commission in charge of the National Response Plan to supervise the targeting of households, which is carried out by the village and district assemblies in collaboration with the Regional Food Security Committee (CRSA) or the Departmental Food Security Committee (CDSA). The village and district assemblies are made up of the delegated chief of the village/district, the imam, the youth representative, the women's representative, etc. A targeting report is drawn up. It is signed by all the participants and approved by the administrative authority (Prefect or Sub-Prefect). The data is entered on smartphones and sent to the SECNSA server where it is analyzed. In principle, a verification survey is carried out to correct any inclusion errors. The final targeting results are then shared by the SECNSA with all the stakeholders.

5.5 DETAILS OF INTERVENTIONS

Three interventions are planned: the distribution of cash and/or food (rice), the sale of livestock feed at subsidized prices, and nutrition activities (screening, awareness-raising, distribution of infant flour and management of acute malnutrition).

| Intervention | Nature | Program | Description | Observations |
|---|--|-----------------------|--|---------------------------|
| Cash distribution | Response to needs | Emergency | Distribution of cash or food to the most vulnerable households previously targeted. | For each payment received |
| Sale of livestock feed at subsidized prices | Fodder distribution | Scale-up Emergency | Procurement of livestock feed and provision of supply to the departmental sales commissions. | Scenarios 3 et 4 |
| Screening and treatment activities for acute malnutrition | Distribution of vouchers, seeds, other | Scale-up Emergency | Active and passive screening for acute malnutrition in children aged 0-59 months and women of reproductive age (15-49 years) | Scenarios 3 et 4 |

FIRST INTERVENTION: Food and/or cash distribution

| | |
|---------|--|
| 5.5.1.1 | Name of the intervention: Food and/or cash distribution |
| 5.5.1.2 | Brief description of the intervention This intervention consists in distributing food and cash to the households that will be targeted. An amount of 7,000 FCFA per person per month will be given to households, up to 9 persons per household. In total, a household will receive between 7,000 and 63,000 FCFA per month. |
| 5.5.1.3 | Rationale for the selection of the intervention The State has always carried out food distributions, but these operations were often extremely slow when it came to the ordering, purchase, handling, transport and storage of food. However, the World Bank and other (Replica) partners have explored cash distribution, which has the advantage of being fast and makes it possible for households to access a food basket. In addition, the country has a number of operators who are experts in money transfer operations. The gender issue is always integrated into the targeting of beneficiary populations. Indeed, women heads of households, as well as heads of households with disabilities or suffering from chronic illnesses are always privileged. As a result, cash distribution better meets the main eligibility criteria defined by ARC, related to timeliness, to the preservation of the livelihoods of beneficiary households and to the implementation period of 6 months. |
| 5.5.1.4 | Implementing partners |

| | Organization | Contact person | Phone number | Email address | Responsibility and role in the implementation of the activity |
|---------|--|---|--------------------|--|---|
| | Civil Protection Directorate | Director of Civil Protection (DPC) | (221) 33 889 39 00 | protectioncivile@interieur.gouv.sn | ARC focal point, serves as an interface between ARC and the government |
| | Executive Secretariat of the National Council for Food Security (SECNSA) | Executive Secretariat of the National Council for Food Security | (221) 33 865 30 35 | secnsa@secnsa.sn | Intervention coordinator (targeting activities, distribution of cash and/or food, monitoring/evaluation, communication, coordination, etc.) |
| | General Delegation for Social Protection and National Solidarity (DGPSN) | Delegate for Social Protection | (221) 77 632 45 86 | ousseydiop@hotmail.com | Coordinator of the social protection policy, support for targeting (provides the NSR list) and cash transfer |
| 5.5.1.5 | Fund management A deposit account was opened by the Ministry of Finance and Budget with the Public Treasury and is managed by the of Civil Protection Directorate (DPC). The payout will be paid into this account and will be transferred to the operational structures in accordance with the decree on distribution. | | | | |
| 5.5.1.6 | Unit cost The unit cost is estimated at 7,750 FCFA per person per month. This cost includes the targeting of households which is 750 FCFA. | | | | |

| | | |
|---------|--|---|
| 5.5.1.7 | Pre-targeting activities: information and discussion meetings on the entire intervention process (targeting, planning and implementation) will be organized in total synergy with the heads of the technical departments who are members of the CDSAs and local authorities (governors, prefects, mayors etc.). | |
| 5.5.1.8 | Beneficiary targeting | |
| | <i>What type of targeting mechanism will be used and what criteria will be taken into account?</i> | <p>The targeting of the departments will be carried out based on the results of the survey and the Harmonized Framework.</p> <p>Villages, districts, and households will be targeted based on the consensual targeting methodology resulting from the NSR as well as the HEA criteria, and the community validation of the list of households.</p> |
| | <i>Who will do the targeting?</i> | <p>Targeting will be coordinated by SECNSA. It will be participatory and inclusive with decentralized and decentralized technical services.</p> <p>STARTNETWORK partners will carry out the targeting in accordance with the consensual targeting methodology based on the NSR, validated on January 7, 2019, with the actors (Replica and sectoral partners) under the coordination of the SECNSA. This targeting will be participatory (participation of local authorities) and inclusive. It will be supervised by the Departmental Food Security Committee (CDSA). A verification and complaints system will be put in place.</p> |
| | <i>How will the targeting be funded?</i> | |
| | <i>Is there a targeting verification process?</i> | <p>A survey is scheduled to verify the vulnerability of the households targeted by the village assemblies, based on a control sample.</p> <p>Community validation of lists/minutes</p> |
| | <i>When will targeting take place in relation to ARC payout?</i> | Targeting will start 1 month after the actual receipt of funds. |

| | | |
|---------|--|---|
| | <i>Does this intervention require a procurement procedure?</i> | Cash distribution: following a call for tenders to select the operator. However, there may be differences in internal procedure depending on the organization. Food distribution: purchase of rice according to public procurement procedures. |
| | <i>Qui est responsable de la passation des marchés ?</i> | CSA |
| | <i>What are the timelines for procurement?</i> | As soon as practicable, to meet ARC requirements (not more than 6 months). |
| 5.5.1.9 | <p>Cash distribution: Implementing partners enter a contract with a financial operator. The phone numbers of the beneficiaries are compiled and verified during the targeting phases and messages are sent to the beneficiaries who will visit authorized distributors to withdraw the proposed amount. Distribution points are organized in the localities that are closest to their places of residence for them to receive the aid.</p> <p>Food distribution: distribution commissions will be set up under the authority of the territorial administration. The CSA forwards the food to the communes concerned.</p> | |

SECOND INTERVENTION : Livestock feed distribution

| 5.5.2.1 | Name of the intervention: Livestock Safeguarding Operation (OSB) | | | | | | | | | | | | | | |
|-----------------------|---|------------------------------------|---------------------|---|--|--------------|--|--------------|---------------|---|-----------------------|-------------------------------|------------------------------------|---------------------|---|
| 5.5.2.2 | Brief description of the intervention This intervention consists in buying livestock feed from suppliers and making it available to departmental commissions, which will sell it to breeders at a subsidized price. | | | | | | | | | | | | | | |
| 5.5.2.3 | Rationale for the selection of the intervention The OSB’s objective is to save vulnerable livestock units estimated at 25% (gravid and lactating females; calves, draft animals and animals unable to move, etc.). This type of livestock urgently needs relief for the survival of the herd and the preservation of production. The intervention fully meets ARC’s eligibility criteria. | | | | | | | | | | | | | | |
| 5.5.2.4 | Implementing partners <table><tr><th>Organization</th><th>Name of the contact person within the organization</th><th>Phone number</th><th>Email address</th><th>Responsibility and role in the implementation of the activity</th></tr><tr><td>Livestock Directorate</td><td>Head of Livestock Directorate</td><td>(221) 33 821 32 28/33 823 43 99</td><td>damesow@hotmail.com</td><td>Project manager, in charge of coordination and monitoring</td></tr></table> | | | | | Organization | Name of the contact person within the organization | Phone number | Email address | Responsibility and role in the implementation of the activity | Livestock Directorate | Head of Livestock Directorate | (221) 33 821 32 28/33 823 43 99 | damesow@hotmail.com | Project manager, in charge of coordination and monitoring |
| Organization | Name of the contact person within the organization | Phone number | Email address | Responsibility and role in the implementation of the activity | | | | | | | | | | | |
| Livestock Directorate | Head of Livestock Directorate | (221) 33 821 32 28/33 823 43 99 | damesow@hotmail.com | Project manager, in charge of coordination and monitoring | | | | | | | | | | | |
| 5.5.2.5 | Fund management In the event of a payout, the funds will be paid into the account of the suppliers, after the services have been provided. The MEFP services will carry out all the necessary checks, in accordance with the rules for the management of public funds. | | | | | | | | | | | | | | |
| 5.5.2.6 | Unit cost under scenario 1: US\$11.3 (only if the scalable project is ongoing) | | | | | | | | | | | | | | |

| | | | |
|---------|--|---|------------------|
| 5.5.2.7 | Beneficiary targeting | | |
| | <i>What type of targeting mechanism will be used and what criteria will be considered?</i> | There is no harmonized targeting methodology for this intervention. The departmental sales commissions sell the feed to breeders at a subsidized price. The identification criteria vary from one department to another. These criteria are generally the breeder's card, the vaccination sheet, or physical recognition by the head of the Livestock Department. | |
| | <i>Who will do the targeting?</i> | Departmental commissions | |
| | <i>How will the targeting be funded?</i> | No fund is needed. | |
| | <i>Is there a targeting verification process?</i> | There is no verification process. | |
| 5.5.2.8 | <i>When will targeting take place in relation to ARC payout?</i> | Targeting will take place at the time when the livestock feed is sold. | |
| | <i>Does this intervention require a procurement procedure?</i> | The intervention requires a procurement procedure. | |
| | <i>Who is responsible for procurement?</i> | The Ministry of Livestock and Animal Production (MEPA) | |
| | <i>What are the timelines for procurement?</i> | The MEPA, in collaboration with the Prime Ministry, proceeds to a limited consultation with all the producers of livestock feed. In general, three or four companies are interested in the operation. A quota is allocated on a prorata basis based on their production capacity, and set up for a well-defined period. | |
| 5.5.2.9 | Commodities to be procured and potential sources of supply: | | |
| | Item | Unit | Source(s) |
| | Livestock feed | Ton | National market |

| | |
|----------|---|
| 5.5.2.10 | Suppliers deliver livestock feed to stores located at the most decentralized level of the department. |
|----------|---|

THIRD INTERVENTION: Screening, management of cases of acute malnutrition and prevention of micronutrient deficiencies and chronic malnutrition by the Ministry of Health and Social Action (MSAS) through the Department of Maternal and Child Health/ Food and Nutrition Division

| | |
|---------|--|
| 5.5.3.1 | Name of the intervention: Screening and management of acute malnutrition and prevention of deficiencies |
| 5.5.3.2 | <p>Brief description of the intervention</p> <p>For the nutrition component, the Department of Maternal and Child Health through the Food and Nutrition Division will organize a set of activities in collaboration with the regions and health districts. These are the regions of: Matam, Saint-Louis, Louga, Diourbel, Sédhiou, Tambacounda, Dakar, Kaffrine, Kaolack and Thiès.</p> <p>The main activities include:</p> <ul style="list-style-type: none"> • Organization of active screening campaign for malnutrition coupled with vitamin A supplementation at community level • Management of cases of malnutrition • Reinforcement of passive screening at the level of structures by setting up anthropometric equipment • Supervision of malnutrition screening and treatment • Food fortification of children aged 6 - 23 months with micronutrient powders for the prevention of chronic malnutrition and the fight against micronutrient deficiencies • Strengthening communication on nutrition programs |

- Organization of coordination meetings for the implementation of activities.

All 14 regions of Senegal will be involved in the activities aimed at strengthening passive screening at the level of structures by setting up anthropometric equipment and the fortification of food for children aged 6 - 23 months with micronutrient powders for the prevention of chronic malnutrition and the fight against micronutrient deficiencies.

1. Active screening campaign for malnutrition at community level coupled with vitamin A supplementation and deworming

Active screening for cases of acute malnutrition will be done every six months in children aged 6 to 59 months at the community level in all health districts in vulnerable regions.

Screening at the community level will be carried out by the health structures in collaboration with the actors at the community level. It will be done using mid arm circumference measurement (MUAC) to identify children with MAM or SAM. All children diagnosed with MAM or SAM will be referred to health facilities (with a referral form given to mothers or caregivers) for confirmation. Thus, follow-up will be ensured by head nurses and community actors. This activity will be coupled with vitamin A supplementation for children aged 6 to 59 months and deworming for children aged 12 to 59 months in the targeted regions. These activities will be intensified during lean periods.

Management of cases of malnutrition

2. Management of cases of malnutrition

Management of MAM cases: will be done at the community-based recovery and nutritional education units (known as UREN/C) according to the policies, standards and protocols of the Food and Nutrition Division. It considers the distribution of Ready-to-Use Therapeutic

| | |
|--|--|
| | <p>Supplementary Food (RUSF) or enriched flour, awareness activities, Social and Behavior Change Communication (SBCC) activities, vitamin A and iron supplementation and deworming.</p> <p>The Department of Maternal and Child Health (DMSE), thanks to the ARC project funding and with the technical support of the World Food Program, will buy plumpy-sup from Copenhagen for the treatment of MAM cases. The other inputs (vitamin A and albendazole) will be made available to them with the support of UNICEF.</p> <p>The management of uncomplicated SAM cases: will be done at the recovery and nutritional education units (URENs) according to the policies, standards and protocols of the Food and Nutrition Division. It considers the distribution of Ready-to-Use Therapeutic Supplementary Food (RUSF), vitamin A supplementation, deworming, awareness activities, Social and Behavior Change Communication (SBCC) activities, and monitoring at community level.</p> <p>RUTF, vitamin A and albendazole will be made available free of charge with the support of UNICEF.</p> <p>The management of cases of severe acute malnutrition with complications: will be done at the recovery and nutritional education centers (CRENs) according to the policies, standards and protocols of the Food and Nutrition Division. It involves nutritional treatment using therapeutic milk products (F75 and F100), Ready-to-Use Therapeutic Supplementary Food (RUSF), systematic and specific medical treatment according to complications, stimulation and awareness activities for an adequate treatment and good compliance with treatment and Social and Behavior Change Communication (SBCC) activities.</p> <p>Therapeutic milk formula (F75 and F100), RUTF and amoxicillin will be made available to them free of charge with the support of UNICEF; all other drugs for the specific treatment will be at the expense of the patient. To ensure the effectiveness of the treatment provided, financial support will be provided to children hospitalized at the CRENs for the purchase of drugs and for the payment of additional examinations. This support is of great importance, as it makes it possible to avoid default cases at the CRENs level.</p> |
|--|--|

3. Reinforcement of passive screening at the level of structures by setting up anthropometric equipment

To ensure the effectiveness of passive screening at the level of health structures in all contact points, the structures will be equipped with anthropometric equipment (scales, measuring rods and MUACs). Proper use will be accompanied by on-site training or coaching of service providers. The purchase of this equipment will be done with the ARC project funding and with the technical support of UNICEF in Copenhagen.

4. Supervision of malnutrition screening and treatment

- Central level towards the medical region and the health districts: one supervision mission per semester in each region
- Regional and district level: they will carry out 2 supervision missions during the semester.

5. Food fortification for children aged 6-23 months with micronutrient powders for the prevention of chronic malnutrition and the fight against micronutrient deficiencies

For the prevention of nutritional deficiencies and chronic malnutrition in children aged 6 - 23 months, the DSME will ensure home fortification by providing micronutrient powders (MNPs). These products will be purchased with the ARC project funding and with the technical support of UNICEF.

6. Strengthening communication on nutrition programs

Communication activities for households, mothers and caregivers of children aged 0 to 59 months for adequate care of children in the event of malnutrition are planned. Awareness-raising will also tackle interventions relating to nutrition problems and infant and young

| | |
|---------|--|
| | <p>child feeding (IYCF) through local and mass communication (radio, television, etc.). These activities will be particularly implemented by the operational level to help reach the maximum number of beneficiaries.</p> <p>7. Activity coordination</p> <p>At the end of these activities, a sharing workshop will be organized for the preparation of the final report with all the parties concerned.</p> <p>Remarks: For all matters relating to purchases of nutritional inputs and anthropometric equipment, the DSME will seek the support of our partners, namely UNICEF and the World Food Program (WFP). These products will be purchased at the central Procurement Hub in Copenhagen. An agreement will be signed with the partners who will handle, thanks to the ARC project funding, the customs procedures and will transport the procured items to the medical regions.</p> |
| 5.5.3.3 | <p>Rationale for the selection of the intervention</p> <p>Acute malnutrition can strike rapidly after a shock (drought, famine, etc.) or following an infectious disease (measles, diarrhea, pneumonia, pandemic, etc.) in affected populations. It mainly affects children aged 6 to 59 months. If not treated correctly, moderate acute malnutrition evolves into severe forms which result in the death of untreated children*. Acute malnutrition increases the burden of morbidity for health structures, families and communities and leads to greater mortality rates among the population of children aged 6 - 59 months.</p> <p>The detection of acute malnutrition at the community level is done with MUACs to measure the Arm Circumference and the search for edema. Confirmation will be done at the level of the health structures by determining the weight-for-height index values following the measurement of anthropometric parameters. The management and monitoring of cases will be done at the level of the structures with</p> |

| | <p>the support of community actors. The costs of caring for children suffering from moderate or severe acute malnutrition are costly and require financial and material resources.</p> <p>The work of the Ministry of Health through the community health unit makes it particularly easy to implement active screening campaigns for malnutrition and provides continuous management of cases of acute malnutrition. As a result, most of the costs associated with the implementation of this intervention are already covered by the State of Senegal and its other partners.</p> | | | | | | | | | | | | | | | | | | | |
|---|--|--------------------|--|--|--|--------------|----------------|--------------|---------------|---|------------------------------|--------------|--------------------|--|--|---|---|--------------------|--|--|
| 5.5.3.4 | Implementing partners <table><tr><th>Organization</th><th>Contact person</th><th>Phone number</th><th>Email address</th><th>Responsibility and role in the implementation of the activity</th></tr><tr><td>Civil Protection Directorate</td><td>DPC Director</td><td>(221) 33 889 39 00</td><td>protectioncivile@interieur.gouv.sn</td><td>ARC focal point, serves as an interface between ARC and the government</td></tr><tr><td>Ministry of Health and Social Action (MSAS)</td><td>Directorate of Maternal and Child Health (DSME)</td><td>(221) 33 865 92 59</td><td>drdoucoure@yahoo.fr</td><td>Implementation and follow-up of malnutrition management activities</td></tr></table> | | | | | Organization | Contact person | Phone number | Email address | Responsibility and role in the implementation of the activity | Civil Protection Directorate | DPC Director | (221) 33 889 39 00 | protectioncivile@interieur.gouv.sn | ARC focal point, serves as an interface between ARC and the government | Ministry of Health and Social Action (MSAS) | Directorate of Maternal and Child Health (DSME) | (221) 33 865 92 59 | drdoucoure@yahoo.fr | Implementation and follow-up of malnutrition management activities |
| Organization | Contact person | Phone number | Email address | Responsibility and role in the implementation of the activity | | | | | | | | | | | | | | | | |
| Civil Protection Directorate | DPC Director | (221) 33 889 39 00 | protectioncivile@interieur.gouv.sn | ARC focal point, serves as an interface between ARC and the government | | | | | | | | | | | | | | | | |
| Ministry of Health and Social Action (MSAS) | Directorate of Maternal and Child Health (DSME) | (221) 33 865 92 59 | drdoucoure@yahoo.fr | Implementation and follow-up of malnutrition management activities | | | | | | | | | | | | | | | | |
| 5.5.3.5 | Fund management <p>A special account will be opened for the management of funds dedicated to the MSAS/DSME.</p> <p>Payments will be made directly to service providers, suppliers, staff, etc. after service has been performed and upon presentation of all supporting documents approved and certified by the authority of the operational structure and the Director of Civil Protection.</p> | | | | | | | | | | | | | | | | | | | |
| 5.5.3.6 | Unit cost <p>For the nutrition component, the unit cost per targeted beneficiary (total children aged 6 to 59 months) to carry out these activities for one month is 60.21 FCFA. For 6 months, this unit cost is 361.29 FCFA for the total number of children targeted. The unit cost per beneficiary directly concerned by treatment activities (MAM and SAM children) is 1,197.42 FCFA for 6 months.</p> | | | | | | | | | | | | | | | | | | | |

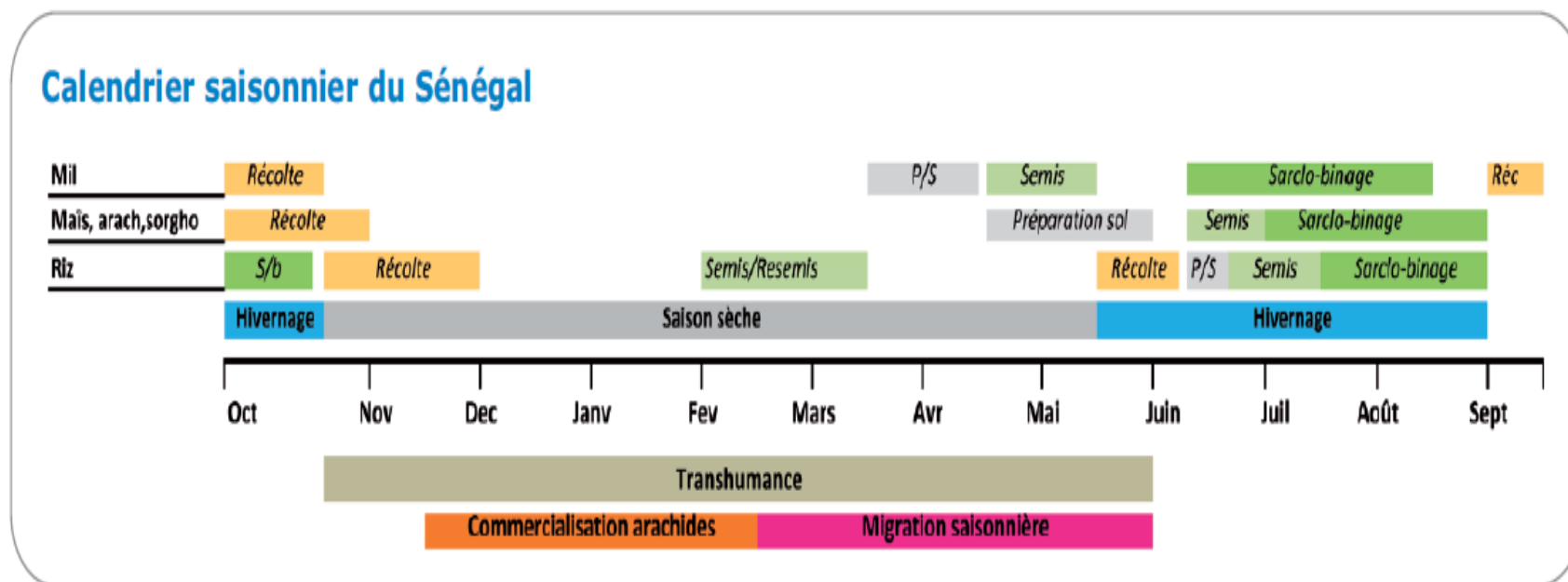
| | | |
|---------|--|--|
| | This cost does not take into account the beneficiaries of the planned communication activities. | |
| 5.5.3.7 | Beneficiary targeting | |
| | <i>What type of targeting mechanism will be used and what criteria will be taken into account?</i> | Targeting will be based on active screening campaigns for malnutrition. It will be based on MUACs measuring in accordance with nutrition policies, standards and protocols. Children diagnosed with MAM or SAM will be referred to health facilities for confirmation with the use of the weight-for-height index. Screened children aged 6-59 months will be classified and cared for according to their degree of malnutrition (moderate or severe). |
| | <i>Who will do the targeting?</i> | Active screening campaigns for acute malnutrition will be carried out by health districts (health center and health station) with the collaboration of community actors on a half-yearly basis. |
| | <i>How will the targeting be funded?</i> | Targeting will be funded with ARC funds. |
| | <i>Is there a targeting verification process?</i> | The quality assurance of screening activities will be guaranteed by the MSAS structures through supervision missions in the district, the region and the DSME. |
| | <i>When will targeting take place in relation to ARC payout?</i> | Targeting activities will be carried out over the period of February-May of the payout year. |
| 5.5.3.8 | The intervention does not require a procurement process. | |

5.6 IMPLEMENTATION TIMETABLE OF INTERVENTIONS AND STANDARD OPERATING PROCEDURES (SOPs)

5.6.1 Seasonal agricultural timetable

The agriculture in Senegal has important assets and favorable conditions that it owes to its 35 billion cubic meters of surface and underground water and more than 3.8 million hectares of arable land. However, it essentially depends on the rainy season, which generally starts in May and ends in October (Graph 3). The harvest period for crops such as millet, sorghum, maize, and groundnuts takes place from October to November.

Graph 3: Seasonal calendar in Senegal



Source: FEWS NET (Bulletin No.1, December 2012)

5.6.2 Intervention implementation timetable

5.6.2.1 (Provisional) Implementation timetable for cash and/or food distribution

| Step | | | | | | | | | | | | | Implementing Body |
|--|---------------|---|---|----------------|---|---|---|---|---|---|---|---|----------------------|
| | Year 1 (2022) | | | Year 2 (20223) | | | | | | | | | |
| | O | N | D | J | F | M | A | M | J | J | A | S | |
| Identification of drought conditions | | | | | | | | | | | | | CT-ARC |
| Confirmation of a drought event | | | | | | | | | | | | | MINT/DPC |
| Announcement of an ARC payout | | | | | | | | | | | | | MINT MFB |
| Adoption of the emergency plan | | | | | | | | | | | | | DPC SECNSA |
| Performance of a needs assessment to confirm the departments | | | | | | | | | | | | | SECNSA |
| Targeting of households for the intervention | | | | | | | | | | | | | SECNSA-DGPSN-Replica |
| Procurement, purchase, and delivery of food | | | | | | | | | | | | | CSA |
| Call for tenders from financial operators for the distribution of cash | | | | | | | | | | | | | Replica-DGPSN |
| Start of actual distribution | | | | | | | | | | | | | SECNSA-DGPSN-CSA |
| Coordination and monitoring-evaluation of the intervention | | | | | | | | | | | | | SECNSA DPC |

5.6.2.2 (Provisional) Implementation timetable for the distribution of livestock feed

| Step | | | | | | | | | | | | | Implementing Body |
|--------------------------------------|---------------|---|---|---------------|---|---|---|---|---|---|---|---|-------------------|
| | Year 1 (2020) | | | Year 2 (2021) | | | | | | | | | |
| | O | N | D | J | F | M | A | M | J | J | A | S | |
| Identification of drought conditions | | | | | | | | | | | | | CT-ARC MEPA |
| Confirmation of a drought event | | | | | | | | | | | | | MINT |
| Announcement of an ARC payout | | | | | | | | | | | | | MINT MEFP |
| Adoption of the emergency plan | | | | | | | | | | | | | DPC SECNSA |
| Procurement | | | | | | | | | | | | | MEPA/ARMP |
| Sale of livestock feed | | | | | | | | | | | | | MEPA |
| Monitoring & Evaluation | | | | | | | | | | | | | DPC/MEPA/SECNSA |

5.6.2.3 Implementation timetable for the screening and management of acute malnutrition

| Step | | | | | | | | | | | | | Implementing Body |
|--|---------------|---|---|---------------|---|---|---|---|---|---|---|---|-------------------|
| | Year 1 (2020) | | | Year 2 (2021) | | | | | | | | | |
| | O | N | D | J | F | M | A | M | J | J | A | S | |
| Identification of drought conditions | | | | | | | | | | | | | CT-ARC SECNSA |
| Announcement of an ARC payout | | | | | | | | | | | | | MINT |
| Adoption of the emergency plan | | | | | | | | | | | | | MINT MFB |
| The emergency plan is adopted | | | | | | | | | | | | | DPC SECNSA |
| Preparatory meeting in each medical region to share ToRs and tools | | | | | | | | | | | | | DAN |
| - Provision of anthropometric equipment and inputs for the screening of children | | | | | | | | | | | | | |
| Malnutrition screening day | | | | | | | | | | | | | DS |

| | | | | | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|--|--|--|-----------|
| - Financial support for the treatment of children diagnosed with complicated SAM who are being treated at the health structures (CREN) | | | | | | | | | | | | | | DAN |
| Management of malnutrition cases | | | | | | | | | | | | | | RM/DS |
| Awareness raising and communication on interventions relating to active screening for nutrition problems and infant and young child feeding (IYCF) | | | | | | | | | | | | | | |
| Coordination/Monitoring/evaluation/Results reporting with medical regions and districts | | | | | | | | | | | | | | DAN |
| Preparation of the final report | | | | | | | | | | | | | | DAN/DS/RM |

5.6.3 Standard Operating Procedures

| N° | SOP Name | SOP details | Responsible officer | Timeline | Turnaround (in days) | | Action |
|----------------------------------|--|--|--|--|----------------------|-----|----------|
| | | | | | Min | Max | |
| Information and planning process | | | | | | | |
| 01 | Monitoring levels of food security and livelihoods | Continuous monitoring of ARV and other tools to track the severity and the food security situation | Operations Plan Manager (SECNSA) | Continuous | 30 | 45 | Task |
| 02 | Update of contact databases | Confirm the contact details of TWG members, implementing partners, and other involved in rolling out a disaster risk management plan | (ARC National Administrator) | As soon as a possible payout is identified | 02 | 04 | Task |
| 03 | FIP development and submission | Mobilize ARC TWG responsible for contingency planning | DPC Director | As soon as a possible payout is identified | 01 | 02 | Task |
| | | Decide on the most likely scenario | DPC Director | | 04 | 07 | Decision |
| | | Decide on most likely regions/districts to receive ARC funding | Executive Secretary of the National Council for Food Security (SECNSA) | | 03 | 07 | Decision |
| | | Decide on most likely interventions to fund given the scenario | DPC Director | | 04 | 14 | Decision |
| | | Estimate the number of vulnerable people to reach by targeted areas | Operations Plan Manager (SECNSA) | | 02 | 03 | Task |
| | | Develop the draft FIP, including the detailed budget | Operations Plan Manager (SECNSA) | | 10 | 21 | Task |
| | | Obtain internal government approval for the FIP | DPC Director | As soon as the FIP is drafted | 07 | 21 | Approval |
| | | Submit FIP to ARC Secretariat for approval | (ARC National Administrator) | At least 30 days before the scheduled payout | 01 | 02 | Task |

| N° | SOP Name | SOP details | Responsible officer | Timeline | Turnaround (in days) | | Action |
|----|--|--|--|---|----------------------|-----|--------|
| | | | | | Min | Max | |
| 04 | New FIP submission (if necessary) | Integrate feedback and resubmit FIP if not approved by the ARC Board | Operations Plan Manager (SECNSA) ARC National Administrator | As soon as the decision on the FIP review process has been notified | 05 | 07 | Task |
| 05 | Coordination of needs assessment | Work with the SECNSA in charge of coordinating the national drought response to obtain results from the needs assessment | Operations Plan Manager (SECNSA) | | 05 | 07 | Task |
| 06 | FIP amendment (if necessary) | Following needs assessment, adjust FIP estimates: number of vulnerable people targeted and how ARC funds will be used | Operations Plan Manager (SECNSA) ARC National Administrator | Following the needs assessment | 10 | 15 | Task |
| | Financial processes | | | | | | |
| 07 | Notification of receipt of funds from ARC to financial institution | Notify the Public Treasury and/or Ministry of Finance of the impending payout and verify all bank details. | DPC Director | 30 days before the payout | 02 | 04 | Task |
| 08 | Notification of potential transfer of funds to implementing partners | Notify implementing partner(s) and/or supply sources of possible transfer of funds and verify bank details. | DPC Director | | 04 | 07 | |
| 09 | Verification of the arrival of ARC funds on the national account | Ensure there is a dedicated account for ARC funds. Check that a transfer out of the budget cycle is possible if ARC funds are allocated to the Treasury | DPC | | 03 | 06 | |
| 10 | Transfer of funds to implementing partners | Transfer funds to implementing agencies and/or procurement sources | DPC | After the payout | 07 | 10 | Task |
| | | Ensure that implementing institutions will cooperate with independent | DPC | | 03 | 07 | Task |

| N° | SOP Name | SOP details | Responsible officer | Timeline | Turnaround (in days) | | Action |
|------------------------------|--|--|---|--|----------------------|-----|--------|
| | | | | | Min | Max | |
| | | financial auditors by keeping all accounting records open/accessible | | | | | |
| Operational processes | | | | | | | |
| 11 | Coordination | Inform other implementing partners of the possibility of a payment | (ARC National Administrator) | As soon as a possible payout is identified | 03 | 05 | Task |
| | | Inform national and subnational structures of the possibility of a payment | (ARC National Administrator) | As soon as a possible payout is identified | 03 | 05 | Task |
| | | Inform managers of existing programs of a possibility of scaling up (if the selected intervention is scalable) | (ARC National Administrator) | As soon as a possible payout is identified | 04 | 07 | Task |
| 12 | Targeting and registration | Identify additional beneficiaries and update beneficiaries' lists | Operations Plan Manager (SECNSA) | As soon as a payout is confirmed | 10 | 14 | Task |
| | | Assess the exhaustiveness of the list of beneficiaries in each identified region, department or commune | Operations Plan Manager (SECNSA) | As soon as a payout is confirmed | 02 | 03 | Task |
| 13 | Procurement (if required by the selected intervention) | Identify and contract with the actors responsible for the purchase of goods/supplies | (ARC National Administrator) (DIREL) | As soon as a possible payout is identified | 02 | 03 | Task |
| | | Verify that procurement procedures and sources are functional | MOR NGOM (MEF) | As soon as a possible payout is identified | 04 | 07 | Task |
| 14 | Verification of the functionality of existing systems | Confirm that food transfer/ distribution/ payment systems are in place and functional and can handle | Operations Plan Manager (SECNSA) | 10 jours avant le versement | 07 | 14 | Task |

| N° | SOP Name | SOP details | Responsible officer | Timeline | Turnaround (in days) | | Action |
|----|---------------------------|--|----------------------------------|--|----------------------|-----|----------|
| | | | | | Min | Max | |
| | | the additional caseload (in the event of a scalable response) | | | | | |
| 15 | Communication | Establish clear communication channels among implementing partners | Operations Plan Manager (SECNSA) | As soon as a payout is confirmed | 03 | 07 | Task |
| 16 | Monitoring and Evaluation | Identify additional staffing and training needs within the M&E framework for a possible payment | Operations Plan Manager (SECNSA) | As soon as a possible payout is identified | 05 | 10 | Task |
| | | Ensure that implementing partners are familiar with ARC M&E requirements (monthly and final implementation report) | Operations Plan Manager (SECNSA) | As soon as a payout is confirmed | 07 | 10 | Task |
| | | Ensure that implementing partners submit monthly progress reports | Operations Plan Manager (SECNSA) | Se poursuit pendant le versement | 07 | 10 | Task |
| | | Submit monthly monitoring reports to ARC Secretariat | ARC National Administrator | Se poursuit pendant le versement | 04 | 07 | Task |
| | | Submit the final implementation report to ARC Secretariat | ARC National Administrator | | 14 | 21 | Task |
| | | Review lessons learned and make decisions on changes for next payout/ intervention | DPC Director | | 07 | 14 | Decision |

ARC Standard Operating Procedures Timeline

| # | POS Name | Month | | | | | | | | |
|---|---|-------|----|-----------------------|----|----|----|----|----|----|
| | | - 2 | -1 | Harvest (November) | +1 | +2 | +3 | +4 | +5 | +6 |
| | Monitoring levels of food security and livelihoods | | | | | | | | | |
| | FIP development | | | | | | | | | |
| | Update of contact databases | | | | | | | | | |
| | FIP submission | | | | | | | | | |
| | New FIP submission (if necessary) | | | | | | | | | |
| | Coordination and implementation of needs assessment | | | | | | | | | |
| | FIP amendment (if necessary) | | | | | | | | | |
| | Notification of receipt of funds from ARC to financial institution | | | | | | | | | |
| | Notification of potential transfer of funds to implementing partners | | | | | | | | | |
| | ARC payout | | | | | | | | | |
| | Transfer of funds | | | | | | | | | |
| | Informing managers of existing programs of a possibility of scaling up | | | | | | | | | |
| | Identification of the stakeholders responsible for the purchase of goods/commodities | | | | | | | | | |
| | Verification of the functionality of the procedures and sources of supply | | | | | | | | | |
| | Informing the implementing partners of a potential payout | | | | | | | | | |
| | Informing national and subnational structures of a potential payout | | | | | | | | | |
| | Identification of additional beneficiaries and update of beneficiaries' lists | | | | | | | | | |
| | Evaluation of the completeness of the beneficiaries' list in each identified district or county | | | | | | | | | |
| | Establishment of clear communication channels among the implementing partners | | | | | | | | | |
| | Selection of an independent external financial auditor | | | | | | | | | |
| | Identification of additional staffing and training needs within the M&E framework for a possible disbursement | | | | | | | | | |
| | Ensuring that implementing partners are familiar with ARC M&E requirements | | | | | | | | | |

6 FUNDING

6.1 TRANSFER PARAMETERS

| | | |
|--|--|---------------------------|
| Coverage period | 11 May till 11 November of the same year | <u>Year</u> : 2021 – 2022 |
| Expected frequency of payouts | Once every four years | |
| Max. payout amounts | US\$25,000,000 | |
| Attachment point | US\$21,184,000 | |
| Excess point | US\$60,138,324 | |
| Estimated amount of the insurance premium | US\$3,375,681 | |
| Ceded percentage | 65.18 % | |

6.2 FINANCIAL ARRANGEMENTS AND COORDINATION OF ARC PAYOUTS

Funds receipts

ARC payouts, as well as the premium paid by the State, constitute public funds and are governed by the legal and regulatory provisions of the Finance Law.

For this purpose, payouts are made into a Public Treasury account domiciled at the Central Bank of West African States (BCEAO). Then, it is up to the services of the Ministry of Finance and Budget (MFB) to record these funds and open the appropriations in accordance with the allocation plan validated by the competent authority. Thereafter, the funds are paid into a deposit account domiciled at the Public Treasury, and the credits notified and transferred to the competent operational structures for the FIP implementation.

Disbursements

For the implementation of interventions financed with ARC funds, the Ministry of Finance and Budget (MFB) has opened a deposit account at the Public Treasury which will receive the funds. An account manager is appointed by the MFB.

Payments will be made directly to the beneficiaries (service providers, suppliers, staff, etc.) after the services have been provided and upon presentation of all the supporting documents approved and certified by the authority of the operational structure and the Director of Civil Protection.

| | |
|---|--|
| Account | A deposit account at the Public Treasury |
| Account Manager | A manager appointed by the Ministry of Finance and Budget (MFB) |
| Type of supervision | Management will be overseen by the Ministry of Interior and Public Security and the Ministry of Finance and Budget (MFB) |
| Will the account only receive funds from ARC? | Yes |
| Destination of account funds | Funding of activities in the implementation plan |

7 MANAGEMENT AND LEARNING

7.1 MONITORING, EVALUATION AND LEARNING (ME&L)

This section focuses on the results of the monitoring and evaluation framework of all the interventions planned in the present Operations Plan. The aim is to contribute to the evaluation of the implementation performance of the ARC contingency plan.

| Result | Indicator | Means of control/ Verification | Risks/ Assumptions |
|---|--|---|--|
| Disbursement of ARC funds | Official notification | ARC notice | |
| Beneficiaries were well targeted | Rate of inclusion and exclusion errors | - Verification survey - Targeting report | The influence of local leaders; Health crises, shocks and disasters do not affect the targeting or field operations. |
| The planned amounts in cash and food have been distributed | Amounts distributed to beneficiary populations | - Financial reports; - SECNSA monitoring report - SECNSA transfer tracking sheet; | Delays in the disbursement of funds; |

| | | | |
|---|---|--|--|
| | | | Delays in the tendering procedures for the recruitment of operators. |
| The planned quantities of food have been distributed | Quantities of food distributed to beneficiary populations | <ul style="list-style-type: none"> - Financial reports; - SECNSA monitoring report - Delivery receipt | Delays in the disbursement of funds; Delays in the tendering procedures for the recruitment of operators. |
| Targeted beneficiaries have received cash or livestock feed | <ul style="list-style-type: none"> - Number of beneficiaries having received the planned amount; - Quantity of livestock feed distributed | <ul style="list-style-type: none"> - Monitoring mission report - Final distribution report - SECNSA transfer tracking sheet - Food supply record - Livestock feed distribution report | |
| The commissions have received the allocated livestock feed quota | Quantity of livestock feed sold | <ul style="list-style-type: none"> - Acknowledgment of receipt of quotas (livestock feed) - Monitoring report - Final report | |
| Livestock feed is sold at the subsidized price initially set | Sale price by departmental commission | <ul style="list-style-type: none"> - Monitoring report - Final sales report | Compliance with the set price |
| Active and passive screening for acute malnutrition is carried out | <ul style="list-style-type: none"> - Number of children screened - Number of children with MAM - Number of children with SAM - Number of children with MAM who received treatment | <ul style="list-style-type: none"> - Activity Report - DHIS2 platform | None |

| | | | |
|--|--|---|------|
| | - Number of children with SAM who were referred | | |
| Acute malnutrition management activities are implemented | <ul style="list-style-type: none"> - Number of children with MAM having recovered after treatment - SAM caseload cure rate - SAM case death rate - SAM dropout rate - Number of SAM children with complications having received financial support | <ul style="list-style-type: none"> - Activity Report - DHIS2 platform | None |
| Activities for the prevention of chronic malnutrition and the fight against micronutrient deficiencies through home fortification | - Number of children having benefited from home fortification | - Monitoring report | |

7.1.1 MONITORING AND EVALUATION BY INTERVENTION

FIRST INTERVENTION: Food or cash distribution

Data related to the implementation and distribution are regularly collected and fed back to the central level by the heads of regional food security offices at the SECNSA.

Follow-up missions are organized by the SECNSA to ensure the smooth conduct of distribution operations.

| | |
|--|---|
| <p><i>Does the implementing partner have a monitoring system?</i></p> <p><i>If so, please describe this system as precisely as possible. Is it on paper? Is the information entered into a GIS system? in Excel?</i></p> <p><i>Who can have access to the information?</i></p> | <p>Yes, there is a monitoring system for this activity. The approach adopted will be articulated around the three dimensions of the evaluation:</p> <p>Formative evaluation, which consists of assessing the gradual achievement of the objectives set for the distribution of cash (targeting, purchase and delivery, distribution, disbursement, etc.). To this end, weekly meetings are organized with all stakeholders.</p> <p>The prognostic evaluation, which makes it possible to make modifications (quotas, needs) according to the evolution of the context of implementation of the intervention.</p> <p>The summative evaluation is carried out at the end of the implementation of the intervention. This overall evaluation of the intervention is carried out with all the stakeholders, under the coordination of the SECNSA in order to measure the impact of the intervention, to draw lessons learned, to identify the challenges and</p> |
|--|---|

| | |
|---|--|
| | to formulate recommendations for the next actions. The report is shared with all stakeholders and any other user who requests it. |
| <p><i>If the program already exists, has it ever been monitored?</i></p> <p><i>What are the criteria for deciding to monitor or refrain from monitoring a program?</i></p> <p><i>Have evaluations of the program already been detailed in the past?</i></p> | Cash distribution as part of a food assistance program has been implemented in the past. Assessments have been carried out. Reports are available. |
| <i>Please detail what data or pieces of information will need to be collected by the monitoring system.</i> | <p>The information to be collected relates to:</p> <ul style="list-style-type: none"> ☞ The quality of targeting. It is necessary to evaluate the rate of inclusion errors, compliance with the criteria, and compliance with the allocated quotas before targeting; ☞ The quality of distribution: assess compliance with the planned quantities; ☞ The duration of the execution of the operations; ☞ The effectiveness and efficiency of the intervention; ☞ The account status (account balance). |
| <p><i>Who is responsible for collecting the information?</i></p> <p><i>Who is responsible for analyzing the information?</i></p> | The information will be collected and analyzed by the SECNSA, with the technical support of all the partners concerned. |
| <i>How is the monitoring and evaluation (M&E) funded?</i> | With ARC funds |

| | |
|---|--|
| <p><i>What measures have been introduced to ensure timely and accurate collection of monitoring data?</i></p> | <p>SECNSA has a functional server as well as tablets and smartphones. It also has agents well trained in data collection. This system makes it possible to accurately collect all the information required to ensure proper monitoring/evaluation of the intervention.</p> |
| <p><i>What is the timeline for M&E in relation to ARC disbursement?</i></p> | <p>A report template (developed in Excel) has been designed and will be made available to all implementing partners to provide SECNSA with a summary report of the activities carried out.</p> <p>From the notification of the possibility of payment until the end of the distribution of the products.</p> |

SECOND INTERVENTION: Livestock feed distribution

| | |
|--|--|
| <p><i>Does the implementing partner have a monitoring system?</i></p> <p><i>If so, please describe this system as precisely as possible. Is it on paper? Is the information entered into a GIS system? in Excel?</i></p> <p><i>Who can have access to the information?</i></p> | <p>Yes</p> |
| <p><i>If the program already exists, has it ever been monitored?</i></p> <p><i>What are the criteria for deciding to monitor or refrain from monitoring a program?</i></p> <p><i>Have evaluations of the program already been detailed in the past?</i></p> | <p>There is an ongoing program.</p> <p>MEPA will ensure the identification of livestock feed bags to facilitate control.</p> <p>At the national level, MEPA officials will carry out surveillance throughout the country through monitoring and control tours.</p> <p>At the regional and local levels, the monitoring will be carried out by the local administrative authorities and professional breeder organizations (OPE) thanks to the local commissions created for this purpose.</p> <p>As for the sale, the administrative authorities will supervise the sales and will regularly transmit the reports, as well as the follow-up of the sales receipts in relation to the finance structure.</p> <p>A monitoring/evaluation plan is put in place with the actual number of beneficiary animals as an indicator compared to the targeted number.</p> |

| | |
|---|---|
| <i>Please detail what data or pieces of information will need to be collected by the monitoring system.</i> | Monitoring data collected includes in particular the number of beneficiaries who purchased the product, the quantity distributed, the date of distribution, the quantity received, the amount collected, the amount deposited at the bank, etc. |
| <i>Who is responsible for collecting the information? Who is responsible for analyzing the information?</i> | Departmental livestock inspectors |
| <i>How is the monitoring and evaluation (M&E) funded?</i> | There is no funding for this component |
| <i>What measures have been introduced to ensure timely and accurate collection of monitoring data?</i> | A monitoring matrix is developed. The data is collected and sent to the administrative authorities which pass them on. As part of monitoring the National Response Plan, SECNSA sometimes collects this data from regional and departmental livestock inspectors. |
| <i>What is the timeline for M&E in relation to ARC disbursement?</i> | There is no set timetable |

THIRD INTERVENTION: Screening and management of cases of acute malnutrition (MAM and SAM)

| | |
|--|---|
| <p><i>Does the implementing partner have a monitoring system?</i></p> <p><i>If so, please describe this system as precisely as possible. Is it on paper? Is the information entered into a GIS system? in Excel?</i></p> <p><i>Who can have access to the information?</i></p> | <p>The DSME/DAN monitoring and evaluation system will be used for these activities. Monitoring and supervision activities will be carried out by actors at all levels of the health pyramid, using appropriate supervision grids. The information collected at different levels is aggregated on an Excel spreadsheet which performs a first level of analysis and allows feedback to the different levels. This information will feed into the MSAS DHIS2 platform.</p> <p>All stakeholders and all partners can have access to the information generated.</p> <p>The MSAS has always carried out activities to fight against malnutrition and to promote essential nutrition and infant and young child nutrition actions.</p> <p>Monitoring will be done through the routine system of medical regions and coordination bodies (health post, districts, and medical region</p> |
| <p><i>If the program already exists, has it ever been monitored?</i></p> <p><i>What are the criteria for deciding to monitor or refrain from monitoring a program?</i></p> <p><i>Have evaluations of the program already been detailed in the past?</i></p> | <p>MSAS has always carried out activities to fight against malnutrition and to promote essential nutrition and infant and young child nutrition actions.</p> <p>Monitoring will be done through the routine system of medical regions and coordination bodies (health facilities, districts, and medical regions).</p> |

| | |
|--|---|
| <p><i>Please detail what data or pieces of information will need to be collected by the monitoring system.</i></p> | <p>This involves the following indicators:</p> <ul style="list-style-type: none"> - Number of children screened - Number of children with MAM - Number of children with SAM - Number of children with MAM who received treatment - Number of children with SAM who received treatment - Number of SAM children with complications who received treatment - Number of children with SAM who were referred - Recovery rate - Death rate - Default rate - Number of MAM children who recovered after treatment - Number of SAM children with complications having obtained financial support - Number of children having benefited from home fortification - Number of facilities having received an endowment of anthropometric materials |
| <p><i>Who is responsible for collecting the information?</i></p> <p><i>Who is responsible for analyzing the information?</i></p> | <p>Information will be collected and analyzed at all levels of the health pyramid through the DHIS 2 platform.</p> |
| <p><i>How is the monitoring and evaluation (M&E) funded?</i></p> | <p>This component will be financed by ARC funds.</p> |

| | |
|--|---|
| <i>What measures have been introduced to ensure timely and accurate collection of monitoring data?</i> | |
| <i>What is the timeline for M&E in relation to ARC disbursement?</i> | <p>For the MSAS, an Excel database will be used for the mapping.</p> <p>The MSAS DHIS2 platform allows rapid and precise feedback and can be consulted by all actors on the Internet.</p> <p>These activities will take place every semester, upon receipt of funds from ARC.</p> |

7.1.2 RISKS AND MITIGATION STRATEGIES

The risks identified in the following table are likely to hinder or prevent the proper execution of the planned activities.

| Risk | Probability of occurrence of this risk | Description of the impact | Mitigation Strategy |
|--|---|--|--|
| Interventions not reaching the most vulnerable populations | Low | Frustration among the population, discredit of ARC interventions | <p>Ensure scrupulous compliance with the criteria when targeting.</p> <p>Ensure good geographic distribution of household targeting, with stakeholder consensus.</p> <p>Ensure the smooth running of distribution operations by the various commissions.</p> |

| Risk | Probability of occurrence of this risk | Description of the impact | Mitigation Strategy |
|--|---|--|---|
| Delays in the disbursement of funds to intervention partners | High | Delay in the implementation of interventions and violation of ARC eligibility criteria | Transfer ARC funds to a special account, provide a streamlined and controlled disbursement mechanism. |
| Delay in the disbursement of ARC funds to the Government | Low | Delay in the implementation of interventions and violation of ARC eligibility criteria | The Ministry of Finance and Budget could fund the account opened, in advance. |
| Misappropriation of funds intended for targeting | High | Delay in the targeting and distribution of cash, food vouchers or food | Properly consider targeting costs when allocating funds and ensure that funds are used on a timely basis. |
| Ongoing public health emergency due to COVID-19 | Moderate | Implementation delays Adverse impact on the health and safety of staff, partners, stakeholders, and beneficiaries | Flexibility in programming to adapt to a changing and unstable environment. Regular monitoring and evaluations. Improved emergency procedures for the implementation of interventions in the context of the COVID-19 pandemic, including the provision of personal protective equipment |

BIBLIOGRAPHY

ANSD (2013), *Rapport définitif du Recensement général de la Population, de l'Habitat, de l'Agriculture et de l'Élevage*.

World Bank (2014), *Sénégal : Évaluation des risques dans le secteur agricole*.

CILSS (2004), *NORMES DE CONSOMMATION DES PRINCIPAUX PRODUITS ALIMENTAIRES DANS LES PAYS DU CILSS*.

ESPS (2011), *Rapport de l'enquête de suivi de la pauvreté au Sénégal*, Dakar.

GFDRR (2011), *Vulnerability, Risk Reduction, and Adaptation to Climate Change*.

Kandj, S., Verchot, L., & Mackensen, L. (2005), *Climate Change and Variability in the Sahel Region: Impacts and Adaptation Strategies in the Agricultural Sector*.

PARM (2016), *Profil des risques agricoles au Sénégal*.

PNR (2012), *Rapport du PNR 2012 (2012 NRP report)*

PSE (2014), *Plan Sénégal émergent*.

Sarr, F. (2013), *Analyse du système de connaissances post-récolte au Sénégal : cas du riz*.

PNR (2015), *Rapport du PNR 2015 (2015 NRP report)*

PNR (2016), *Rapport du PNR 2016 (2016 NRP report)*

PNR (2017), *Rapport du PNR 2017 (2017 NRP report)*

PNR (2018), *Rapport du PNR 2018 (2018 NRP report)*

PNR (2019), *Rapport du PNR 2019 (2019 NRP report)*

PNR (2020), *Rapport du PNR 2020 (2020 NRP report)*

ANNEXES

ANNEX 1: BUDGET BREAKDOWN FOR A POTENTIAL COVERAGE OF US\$30 MILLION

| Description | SHARE | COST (US\$/FCFA) |
|--|--|---|
| Food assistance (food and/or cash) | 60% | US\$18,000,000 |
| Malnutrition | 10% | US\$3,000,000 (1,724,250 000 FCFA) |
| Livestock Safeguarding Operation (OSB) | 30% | US\$9,000,000 (5,172,750 000 FCFA) |
| Coordination, supervision | Attributable to activity budget lines | |
| Monitoring/evaluation | | |
| Total | 100% | US\$30,000,000 (17,242,500 000 FCFA) |

ANNEX 2: START NETWORK

Regarding the START network, the partner organizations have a long tradition of supporting the Government of Senegal in emergency interventions. The table below lists the participation of certain organizations in different interventions.

| Year | Regions or departments affected | Activities | Number of people or households receiving assistance |
|---|---|--|--|
| 2008 Plan International | Fatick, Kolda and Kaffrine | Drought response | 33,333 persons |
| 2009 CRS (2009-2011; OFDA, CRS Private funds, WFP) | Ziguinchor, Sédhiou, Kolda | Food assistance, food for work, nutrition and hygiene education, agriculture, microfinance | 218,000 persons |
| 2010 Plan Sénégal (2010-2011 funded by WFP) | Regions of Louga, Matam, Thiès, Fatick Region of Dakar | Food and nutrition assistance Flood response | 455,000 persons 10,000 vulnerable persons |

| Year | Regions or departments affected | Activities | Number of people or households receiving assistance |
|--|---|--|--|
| 2012 AAH Plan International | Region of Matam Region of Dakar Regions of Kolda and Kaffrine Region of Kaffrine | Food security and support for the government response plan with the cash transfer Flood risk reduction project Targeted food assistance Support for community resilience through the management of cereal banks | 20,000 persons, 30 schools 38,737 persons 339 households |
| 2013 CRS (OFDA) | Diourbel | Vouchers, nutrition program, climate-smart agriculture | 40,000 persons |

| Year | Regions or departments affected | Activities | Number of people or households receiving assistance |
|----------------------------|---------------------------------|--|---|
| 2015 | | | |
| CRS (private funds) | Louga and Saint Louis | Cash transfers | 1,000 households |
| AAG | Region of Matam | Food security and support for the Government of Senegal's response plan through cash transfers | |
| Plan International | Regions of Fatick and Kédougou | Village Food Security Stocks Project | 30,300 beneficiaries |
| | Bakel | Voucher Project | 7,263 persons |
| 2016 | | | |
| CRS (private funds) | Louga and Tambacounda | Transferts monétaires | 1,000 households |
| AAH | Region of Matam | | |

| Year | Regions or departments affected | Activities | Number of people or households receiving assistance |
|---------------------------|---------------------------------|--|---|
| Plan International | Region of Kaffrine | <p>Food security and support for the Government of Senegal's response plan through cash transfers</p> <p>Distribution of 386 hygiene kits</p> <p>9,753 people receive cash for their food needs - households</p> <p>1,631 mats distributed to affected households - improvement of the living conditions of affected households</p> <p>85% of affected households report improved hygiene and health conditions,</p> | 9,996 persons |
| 2017 | | | |
| CRS (ECHO) | Louga and Tambacounda | Food security, and | Ongoing |
| | | Risk reduction, Reduction and Resilience and micro-nutrition | |
| CRS (LDSC) | Tambacounda | | Ongoing |

For the definition of the scenarios, the START network partners used two simulation methods: the ARV parameters and the results of the Household Economy Analysis (HEA).


Analysis of the ARV platform to determine the affected population

The first approach uses the ARV platform to identify the historical years corresponding to each scenario, to determine the number of people affected at the national and regional level, and thus identify the areas of intervention. The NGO working group on food security establishes the amount of cash transfer per person, which is based at 80% on the value of the WFP food basket, i.e. 5,000 FCFA (US\$10) per person in the household (US\$10). The price of food as part of the nutrition assistance (supplements for children from 0 to 60 months and for pregnant and lactating women) is set at US\$0.35 per beneficiary per day (WFP ICSP for Senegal). Costs for other response activities are set based on the operational knowledge of the NGO contingency planning teams.

Evaluation of the consequences of severe drought according to the Household Economy Analysis (HEA)

The second approach is based on the results of the Household Economy Analysis (HEA) in the event of a very severe drought. The deficits for each livelihood zone are estimated and used as the basis for establishing the costs of cash or food transfers. This approach, although more complex, made it possible to draw up the necessary budget for the interventions according to the anticipated needs of the households. This data is also likely to be closer to the Final Implementation Plan, which will use similar information and data from the Harmonized Framework.

These two simulation methods made it possible to draw the following conclusions:

-  With ARV data: the ARC contract would cover between 2% and 7% of the total population at risk and between 7% and 19% of intervention areas at risk, depending on the number of payments;

- ☞ With the HEA data: the ARC contract would cover approximately 19% of the total population at risk and between approximately 26% and 45% of the intervention areas at risk.

For the START network, the information can be summarized as follows:

- ☞ **Cash distribution**

Targeted households will benefit from a cash distribution. Cash will be used according to the conclusions of the analysis of the functioning of the markets. An amount to be determined, per person and per month, will be given to households, with a maximum number of members per household, also to be defined. In total, each household will receive an amount within the limit of the maximum number of persons indicated per month. The amount that will be determined must cover the food needs that increase as one moves away from the harvest period. The minimum expenditure basket must cover basic needs and consider the food habits of the populations in the affected areas.

- ☞ **Distribution of nutritional supplements and water treatment kits to pregnant and lactating women and children under 5 years**

Kits consisting of flour, enriched oil and water treatment tablets will be distributed to pregnant women and mothers of children aged 0 to 5 years monthly. The distribution will be systematically preceded by a demonstration session on the use of flour, oil, and water treatment kits. The distribution of food supplements makes it possible to cover the nutritional needs of pregnant and lactating women and children under 5 years old.

- ☞ **Hygiene and nutrition education**

This component consists of training and encouraging community health workers (CHWs) to collaborate with health districts in the implementation of social and behavior change communication (SBCC) campaigns targeting nutrition and hygiene awareness. Partners will use mass communication methods such as community caravans, radio broadcasts, focus groups, interactive games, and home visits.

Preparedness of districts to manage the peak of malnutrition

The most harmful consequence of food insecurity following an episode of drought remains the increase in the seasonal peak of severe acute malnutrition, which exceeds the management capacity of the health system. Severe acute malnutrition leads to an increase in the morbidity and mortality of children under 5 years (especially girls) and that of pregnant and lactating women.

The Replica partners will work with the decentralized health authorities in consultation with the Department of Maternal and Child Health of the MSAS to anticipate peaks in acute malnutrition based on the sustainable development plan. Replica partners will contribute to the definition of health emergency scenarios and plans so that the health system (and its community partners) is able to detect, treat and monitor cases of severe acute malnutrition.

New teams will be trained (Protocol for the Management of Acute Malnutrition [PECMA], DHIS,) to build system capacity during the peak. Emergency stocks (therapeutic foods) will be set up in the medical regions and health districts. The project will stop before the implementation of the nutritional response plan, but everything will be done to ensure the success of this plan.

A monitoring and evaluation component will be integrated to verify the effectiveness and impact of the management of severe acute malnutrition in children under 5 years and pregnant and lactating women.

Agropastoral inputs/vouchers

This component consists of distributing seeds (logistical support and distribution) and other agricultural inputs or their voucher equivalent (depending on their availability on the markets) to the farming households most affected by the drought. The objective is to enable them to produce crops for the following crop year and to enter the lean season in better conditions. This activity will be conducted in close collaboration with the decentralized State services at the departmental level, in particular the Departmental Development Committee (DDC), the Departmental Food Security Committee (CDSA) and the Departmental Rural Development Service (SDDR).

In addition, pastoral inputs (particularly livestock feed) or their voucher equivalent (depending on their availability on the markets) will be distributed to farming households most affected by the drought in order to avoid the phenomena of decapitalization and prolonged transhumance. prolonged. This activity will be conducted through local breeder networks and in close collaboration with the decentralized livestock service.

NB: The table below summarizes the interventions of the START network partners, including their links with the interventions put in place by the Government.

| Intervention | Nature | Program | Description | References to the Government response plan | Implementing actors |
|-------------------|--------|---------------------------------|--|--|---|
| Cash distribution | A | Emergency with needs assessment | Cash transfer, with different restrictive or non-restrictive modalities, in favor of the most vulnerable households residing in identified areas at risk of insecurity | Government cash distribution plan | Replica partner or other implementing partner |

| Intervention | Nature | Program | Description | References to the Government response plan | Implementing actors |
|---|--------|---------------------------------|--|---|---|
| Complementary food for children aged 0 to 60 months and pregnant and lactating women | E | Emergency with needs assessment | <p>Distribution of complementary nutritious foods and water treatment kits for children from 0 to 60 months and pregnant and lactating women.</p> <p>Nutrition education for households, such as cooking demonstrations.</p> | Malnutrition screening and treatment activities | Replica partner or other implementing partners |
| Nutrition and hygiene education and awareness | L | Scalable with needs assessment | Train and motivate community health workers to work with health districts on the implementation of awareness-for-change campaigns and on nutrition and hygiene education, using mass communication methods such as community caravans, radio broadcasts, home visits, etc. | Malnutrition screening and treatment activities | Implementing partners |
| Preparedness of districts to manage SAM caseloads | L | Scalable with needs assessment | Training and preparation (contingency plan) of medical regions and health districts to anticipate peaks of acute malnutrition + pre-positioning of therapeutic food stocks | Nutrition Strengthening Program (CLM), National Response Plan to the Nutrition Crisis (MSAS), Protocol for the Management of Acute Malnutrition | Replica partner and other implementing partners |

| Intervention | Nature | Program | Description | References to the Government response plan | Implementing actors |
|--|---------|---------------------------------|--|--|---|
| Distribution of agropastoral inputs | H and G | Emergency with needs assessment | <p>Distribution of seeds and other inputs to households in a situation of food crisis for the crop season</p> <p>Distribution of livestock feed through local networks of breeders</p> | PUSA (Emergency Plan for Food Security), sale of subsidized livestock feed, Livestock Safeguarding Operation, National Food Security and Resilience Support Program (PNASAR) | Replica partner and other implementing partners |

As part of the Replica/Start Network initiative, the financial arrangements are as follows:

- Save the Children (UK) dollar (USD) bank account (Chief Legal Officer, START network)
- Sam SHARP, Chief Financial Officer, Save the Children UK
- Robert BUTLER, Financial Controller

Funds from US donors (institutional or other donors) or aid denominated in USD are kept in this account, which also contains funds allocated to humanitarian programs. Each program has a code indicating the source of funds for expenditure control purposes. These codes also ensure that the funds are managed in accordance with accounting principles, which means that they cannot be used for activities other than those related to the ARC Replica program.

The table below presents the risks and assumptions identified by the START network.

| No. | Risk | Probability of occurrence of this risk | Description of the impact | Mitigation Strategy: what do you intend to do to make sure this does not happen? |
|-----|--|--|--|--|
| 1 | Foreign exchange risk | Moderate | Affects market prices, premium and payout value | |
| 2 | Inflation risk | Moderate | Affects market prices | |
| 3 | Risk of incorrect targeting of beneficiaries | High | Eligible beneficiaries or vulnerable households are not targeted | Ensure geographic targeting and correct targeting of households with broad stakeholder consensus |
| 4 | Elections (2019) | Moderate | Political and institutional tensions | |

ANNEX: ARC REPLICA OPERATIONS PLAN



REPUBLIC OF SENEGAL

One People- One Goal- One Faith

ARC REPLICA PARTNER OPERATIONS PLAN 2022 - 2024

September 2021

List of Acronyms

| | |
|-----------------|---|
| AAH | Action Against Hunger |
| ANACIM | National Civil Aviation and Meteorological Agency |
| ANSD | National Statistical and Demographic Agency |
| ARC | African Risk Capacity |
| ARV | <i>Africa RiskView</i> |
| CLM | Malnutrition Control Unit |
| CRS | Catholic Relief Services |
| CSA | Food Security Commission |
| DPC | Civil Protection Directorate |
| ERASAN | Rural Food Security, Nutrition and Agricultural Survey |
| EWS | Early Warning System |
| FEWS NET | Famine Early Warning Systems Network |
| MEFP | Ministry of Economy, Finance and Planning |
| MEPA | Ministry of Livestock and Animal Production |
| MSAS | Ministry of Health and Social Action |
| PSE | Plan Sénégal émergent (Emerging Senegal Plan) |
| SECNSA | Executive Secretariat of the National Council for Food Security |
| AAH | Action Against Hunger |
| ANACIM | National Civil Aviation and Meteorological Agency |

8 GENERAL INFORMATION

| | |
|-------------------------------------|---|
| Name of the Country: | Senegal |
| ARC REPLICA focal point in Senegal: | Mr. Amadou DIALLO ARC REPLICA Coordinator Email: amadou.diallo@startnetwork.org Telephone: +221 77 861 29 87 |

8.1 KEY IMPLEMENTING PARTNERS/DISASTER MANAGEMENT ACTORS

Describe the institutional mechanism for the implementation and coordination of interventions at the national level. Please answer the questions below (if necessary, you can add lines):

1. *Who are the main stakeholders involved, especially in the event of drought?*
2. *What are the respective roles of these stakeholders?*
3. *What are the relationships between these stakeholders (please include a diagram/flowchart)?*

| Main stakeholders | Role |
|--|---|
| <i>For example: governmental/para-governmental institutions and/or programs, local and international NGOs, administrative structures, sub-regional committees or district committees, etc.</i> | <i>It spans from activities at the community level to coordination at a higher level; indicate if the considered role is specific to a type of intervention (food distribution, cash transfer, other)</i> |

At the national level

1. Institution responsible for risk reduction and management: Civil Protection Directorate

The Civil Protection Directorate oversees the ARC program of the Government of Senegal and oversees Disaster Risk Management.

Person in charge: **M. Abdoulaye NOBA**

Position: **Director**

Contact details:

2. (If different) Institution responsible for the interventions of the Replica partner: Start Network

The Start Network coordination unit is responsible for the implementation of the FIP of the NGOs who act as members of the ARC Replica initiative at the national level. It relies on the project teams set up by each agency to carry out this mission.

Person in charge: **M. Amadou DIALLO**

Position: **ARC Replica Coordinator**

Email: amadou.diallo@startnetwork.org

| Main stakeholders | Role |
|--|---|
| <i>For example: governmental/para-governmental institutions and/or programs, local and international NGOs, administrative structures, sub-regional committees or district committees, etc.</i> | <i>It spans from activities at the community level to coordination at a higher level; indicate if the considered role is specific to a type of intervention (food distribution, cash transfer, other)</i> |

Implementation level⁴

3. Catholic Relief Services

Person in charge: Mary Beth Molin

Position: Head of Programming

Email: mary.molin@crs.org

4. Save the Children

Person in charge: Mamadou SOW

Position: Program and Quality Director,

Project coordinator

Email: mamadou.sow@savethechildren.org

The NGO Catholic Relief Services is the agency that hosts the coordination cell to whom it provides administrative and logistical support.

The NGO is a member of the Start network and is involved in the ARC Replica project. In the event of an ARC payout, the NGO could need to carry out an intervention in one or more localities in partnership with local actors and in accordance with the approved FIP. The NGO will also provide support throughout the preparation and planning phase and participate in the various meetings planned by the coordination cell.

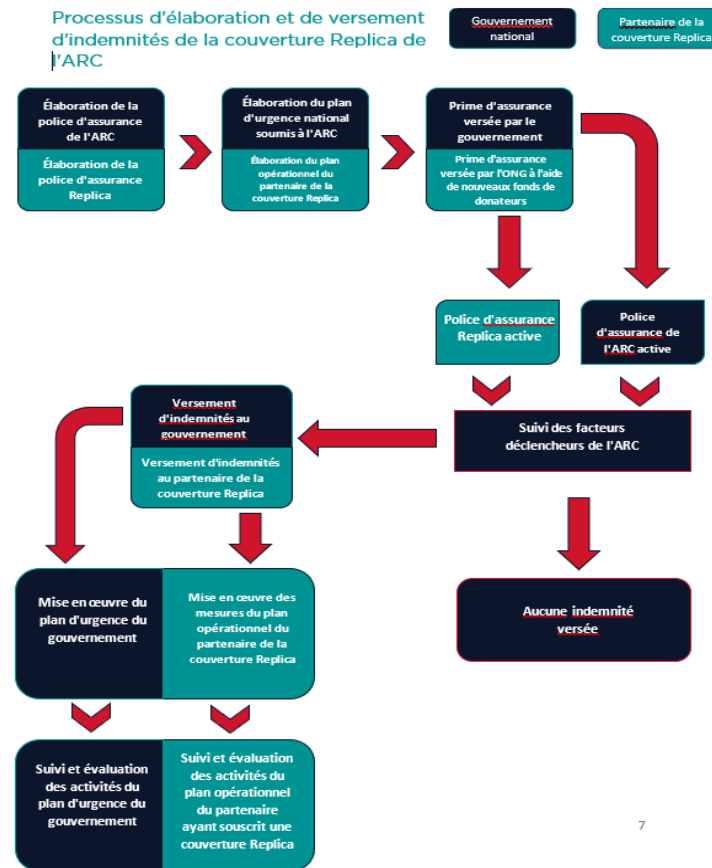
⁴ If it is envisaged to decentralize the implementation (e.g. if local/regional administrative units choose the implementing NGOs), please add rows to this table to indicate the names of key resource persons for each administrative unit AND provide in the annex a list of NGOs (by administrative unit) capable of ensuring the implementation of the activity considered.

| Main stakeholders | Role |
|---|--|
| <i>For example: governmental/para-governmental institutions and/or programs, local and international NGOs, administrative structures, sub-regional committees or district committees, etc.</i> | <i>It spans from activities at the community level to coordination at a higher level; indicate if the considered role is specific to a type of intervention (food distribution, cash transfer, other)</i> |
| <p>5. Action Against Hunger</p> <p>Person in charge: Fanta Toure/ Bamba NDIAYE</p> <p>Position: Directrice Pays / Coordinateur Technique</p> <p>Email: ftourediop@sn.acfspain.org / bndiaye@sn.acfspain.org</p> | <p>The NGO is a member of the Start network and is involved in the ARC Replica project. In the event of an ARC payout, the NGO could need to carry out an intervention in one or more localities in partnership with local actors and in accordance with the approved FIP. The NGO will also provide support throughout the preparation and planning phase and participate in the various meetings planned by the coordination cell.</p> |
| <p>6. Plan International</p> <p>Person in charge: Souley Harouna Issaka/ Dr. Bamby Sylla</p> <p>Position: Program Director</p> <p>Email: issaka.souleyharouna@plan-international.org / bamby.sylla@plan-international.org</p> | <p>The NGO is a member of the Start network and is involved in the ARC Replica project. In the event of an ARC payout, the NGO could need to carry out an intervention in one or more localities in partnership with local actors and in accordance with the approved FIP. The NGO will also provide support throughout the preparation and planning phase and participate in the various meetings planned by the coordination cell.</p> |
| <p>7. World Vision Senegal</p> <p>Person in charge: Dr. Léopold Badianne / Seloame Koku Amenyo</p> | <p>The NGO is a member of the Start network and is involved in the ARC Replica project. In the event of an ARC payout, the NGO could need to carry out an intervention in one or more localities in partnership with local actors and in accordance with the approved FIP.</p> |

| Main stakeholders | Role |
|--|---|
| <i>For example: governmental/para-governmental institutions and/or programs, local and international NGOs, administrative structures, sub-regional committees or district committees, etc.</i> | <i>It spans from activities at the community level to coordination at a higher level; indicate if the considered role is specific to a type of intervention (food distribution, cash transfer, other)</i> |
| Position: Senior Manager Awards & Grant Compliance/ Humanitarian Affairs and Relief Email: leopold_badiane@wvi.org / Seloame Koku Amenyo@wvi.org | The NGO will also provide support throughout the preparation and planning phase and participate in the various meetings planned by the coordination cell. |
| 8. OXFAM Person in charge: Mbaye Babacar Diagne/ Mbaye Kane Dieng Position: WASH TA/ Regional Advisor Email: mbaye.diagne@oxfam.org / mbaye.dieng@oxfam.org | The NGO is a member of the Start network and is involved in the ARC Replica project. In the event of an ARC payout, the NGO could need to carry out an intervention in one or more localities in partnership with local actors and in accordance with the approved FIP. The NGO will also provide support throughout the preparation and planning phase and participate in the various meetings planned by the coordination cell. |

8.2 DISASTER RESPONSE IMPLEMENTATION FLOWCHART

Please insert below the graphs or flowcharts showing the relationships between the different stakeholders, before and after an event (drought) and illustrating the mechanism (coordination, assessment, targeting, implementation and monitoring-evaluation, etc.).



9 EVALUATION AND TARGETING

9.1 EXISTING EVALUATION PROCEDURES

| # | Type of evaluation | Description of the procedure |
|----|---|---|
| 1. | Assessment of the food situation of the population | <p>This assessment is coordinated by the SECNSA. It usually takes place between October and November. The data is collected by the members of the Early Warning System Technical Committee. The Harmonized Framework or missions in areas at risk are the main tools used.</p> <p>The assessment makes it possible to know the amounts of rainfall received by regions, the state of food insecurity, and agricultural production.</p> <p>Funding for these assessments is always done with partners, but this does not ensure a sustainable mechanism.</p> |
| 2. | Estimation of the size of the herd affected by a fodder deficit | <p>It is estimated that 25% represents the sensitive nucleus. There is no survey.</p> |
| 3. | SMART surveys | <p>It is a type of nutrition survey carried out annually by the MSAS and/or the CLM which determines the levels of prevalence of malnutrition with representativeness at the department or region level.</p> |
| 4. | Analysis of the NRP monitoring data | <p>Le Programme de Renforcement de la Nutrition effectue tous les trimestres des campagnes de dépistage actif de la malnutrition aigüe chez les enfants de 6 à 59 mois dans 60% des collectivités locales du Sénégal. Ce dispositif couvre intégralement l'ensemble des zones les plus affectées par la malnutrition aigüe au Sénégal</p> |
| 5. | Community-based Early Warning System | <p>Rainfall monitoring at the community level in different Livelihood Zones across the country and collection of primary information to inform member NGOs as well as the TWG members. This system was set up by the Replica partner in 22 sites in Senegal in 2019 and could be reinforced and extended to more areas.</p> |

Drought detection is carried out through an early warning system (EWS) which provides information on the rainfall situation, the state of vegetation and livestock. All the technical structures involved in food security are members of the EWS technical committee. This analysis is generally complemented by the results of the crop season monitoring missions in areas at risk as well as food security surveys conducted by SECNSA.

Needs are estimated by using the results of the national workshop on the Harmonized Framework, which makes it possible to assess acute food insecurity in Senegal.

9.2 TARGETING AND SELECTION OF BENEFICIARIES

Typically, assessment processes include information that can be used to target subsequent interventions. Please describe in as much detail as possible how targeting will take place in each drought response. For scalable programs, we want to know how targeting may evolve during the emergency phase, not how it unfolds in normal operations.

Please adapt your responses to the types of interventions you are considering (for example, you can change the column headings to reflect your country context).

| Question | General information (<i>applies to all types of interventions</i>) | Indicate the type of intervention: <i>general, responding to needs, food distribution, cash transfer, etc.</i> | Other type of intervention (<i>e.g. targeting livestock</i>) |
|---|---|---|---|
| <p><i>What type of targeting mechanism will be used and what criteria will be taken into account? (e.g., geographic, socio-economic, livelihood-based criteria, several of these criteria combined, etc.)</i></p> | <p>Targeting will include:</p> <ol style="list-style-type: none"> 1. geo-targeting which will start from the departments at risk identified by the Harmonized Framework based on agricultural production data from the past crop year, on the biomass, nutrition and the poverty map, as well as demographic weight and other shocks, (bush fires, invasion of birds etc.) to determine the communes and villages selected and their corresponding quotas, 2. community targeting combining the National Single Register and the HEA to choose the households benefiting from the interventions | <p>The intervention will include:</p> <p>Cash transfer operations intended to support vulnerable households to prevent the lean season</p> <p>Nutrition activities consisting of screening and treatment of children from 0 to 59 months, pregnant and lactating women</p> <p>Culinary education and hygiene education activities</p> | <p>Support to farming and pastoral households to improve access to agropastoral inputs.</p> |

| Question | General information (<i>applies to all types of interventions</i>) | Indicate the type of intervention: <i>general, responding to needs, food distribution, cash transfer, etc.</i> | Other type of intervention (<i>e.g. targeting livestock</i>) |
|---|---|--|--|
| <i>Who will do the targeting? (e.g., local authorities, community groups, etc.)</i> | <p>At the national level, the departments are targeted by the results of the Harmonized Framework.</p> <p>Geographic targeting is carried out by a team of technicians from the various decentralized technical services (agriculture, livestock, water and forests, national parks, social actions, community development, DGPSN and NGOs) and is coordinated by the territorial administration (Governors, Prefects).</p> <p>Community targeting is carried out by the network NGOs supported by SECNSA staff, their local partners, and local committees and communities under the supervision of the administrative and territorial authorities. Households selected by local targeting committees are surveyed to identify specific targets for each intervention (pregnant women, lactating women, children from 0 to 59 months)</p> | | |
| <i>Is there a targeting verification process? If yes, please provide a description.</i> | <p>Each step of the process is validated by a report signed by the various actors with the attendance sheet.</p> <p>Thus, for geo-targeting, the results of the departmental targeting committees are submitted during the departmental development committees (DDC) meetings to the mayors and other actors for validation and a report is produced and signed for this purpose by the members of the technical committees with the list of attendance of DDC participants.</p> <p>For the community targeting, village or district assemblies are planned to validate the lists of households proposed by the local targeting committees and each assembly will be sanctioned by a report signed by the members of the committee with the attendance list. Verification surveys will follow the community targeting to collect all the useful information necessary for the implementation of the various interventions.</p> <p>The process is supported by a mechanism put in place for accountability purposes, which allows a sharing of key project information with all stakeholders, including beneficiaries, and the treatment of complaints and claims related to each type of intervention.</p> <p>The accountability system must be widely shared at the very beginning of the project and throughout its implementation with all stakeholders to promote its ownership and ensure that it is functional.</p> | | |

| <i>Question</i> | <i>General information (applies to all types of interventions)</i> | <i>Indicate the type of intervention: general, responding to needs, food distribution, cash transfer, etc.</i> | <i>Other type of intervention (e.g. targeting livestock)</i> |
|--|---|--|--|
| <i>If an intervention is scalable, how will targeting evolve during the emergency phase?</i> | The accountability system must be widely shared at the very beginning of the project and throughout its implementation with all stakeholders to promote its ownership and ensure that it is functional. | | |
| <i>How will targeting be funded?</i> | With ARC funds | | |

9.3 DROUGHT RESPONSE COORDINATION MECHANISM

The SECNSA is the structure responsible for coordinating response plans that integrate ARC-related interventions. The other stakeholders are the Food Security Commission (CSA), the Directorate of the National Single Register at the DGPSN, the Malnutrition Control Unit (CLM), the Ministry of Health and Social Action (MSAS), the Ministry of Livestock and Animal Productions (MEPA), the Ministry of Economy, Finance and Planning (MEFP), National Statistical and Demographic Agency (ANSD), Regional and Departmental Food Security Committees (CRSA and CDSA), technical and financial partners, Start Network and its members NGOs and their implementing partners, not to mention the administrative authorities who supervise the whole process through the technical services under their remits.

The number of households requiring food assistance is determined through food security analysis, by using the Harmonized Framework tool. In each targeted department, the Food Security Committee expanded to include NGOs selects villages and districts according to well-defined vulnerability criteria (biomass data, agricultural production data for the past crop year, nutrition data, poverty map, demographic weight).

At this stage, a targeting mission is organized by the National Commission in charge of the National Response Plan to supervise the targeting of households, which is carried out by the village and district assemblies in collaboration with the Regional Food Security Committee (CRSA) or the Departmental Food Security Committee (CDSA). The village and district assemblies are made up of the delegated chief of the village/district, the imam, the youth representative, the women's representative, etc. A targeting report is drawn up. It is signed by all the participants and approved by the administrative authority (Prefect or Sub-Prefect). The data is entered on smartphones and sent to the SECNSA server where it is analyzed. In principle, a verification survey is carried out to correct any inclusion errors. The final targeting results are then shared by the SECNSA with all the stakeholders.

In the areas covered by the NGOs, following the results of the Harmonized Framework which determines the departments, the Prefects convene the CDSAs to identify the communes and villages to be retained within the framework of the intervention. These CDSAs extended to NGOs are followed by DDCs convened by the Prefect to share the project with the various actors on the one hand and to validate, on the other hand, the lists of communes and villages retained by the CDSAs and their respective quota. Following this step, Start Network NGOs with the support of investigators and staff from local partner NGOs, organize community targeting to identify the households selected for this intervention.

In each village or district selected, a targeting committee is held, followed by a validation assembly to validate the list of households proposed by the targeting committee. The targeting committee uses the village's NSR list and relies on the vulnerability criteria to categorize households into very poor households, poor households, borderline households, and wealthy households. Data collection is done via tablets and the data is

sent to the server of each NGO which is responsible for it. Each targeting committee will be the subject of a report signed by the members of the committee, together with the list of attendees of the validation assembly.

The coordination of the NGOs intervention is ensured by the Start Network staff who will recruit a Program Manager and a MEAL Technician to coordinate the response under the supervision of the ARC Replica Project Coordinator.

9.4 DETAILS OF INTERVENTIONS

Quatre interventions sont prévues : transfert monétaire (cash), des activités de nutrition (dépistage, sensibilisation, distribution de farines infantiles et prise en charge de la malnutrition aigüe), des activités de sensibilisation et d'éducation.

Three interventions are planned: the distribution of cash and/or food (rice), the sale of livestock feed at subsidized prices, and nutrition activities (screening, awareness-raising, distribution of infant flour and management of acute malnutrition) and resilience (short-cycle seeds, fodder crops and support for the community garden).

Four interventions are planned: monetary transfer (cash), nutrition activities (screening, awareness, distribution of infant flour and management of acute malnutrition), awareness and education activities.

| Intervention | Nature | Program | Description | Observations |
|---|--------|-----------------------|---|---------------------------|
| Cash distribution | A | Emergency | Distribution of cash or food to the most vulnerable households previously targeted | For each payment received |
| Distribution of nutritional supplements to pregnant and | E | Scale-up Emergency | Kits consisting of flour and/or enriched oil and water treatment tablets will be distributed to | Scenarios 3 and 4 |

| | | | | |
|--|---------|-----------------------|---|-------------------|
| lactating women and children under 5 years | | | pregnant women and mothers of children aged 0 to 5 years monthly. | |
| Nutrition and hygiene education and awareness | L | Scale-up Emergency | Train and motivate community health workers to work with health facilities on the implementation of Social and Behavior Change Communication (SBCC) campaigns related to nutrition and hygiene awareness. | Scenarios 3 and 4 |
| Distribution of agropastoral inputs | H and I | Emergency | Livestock feed distribution | Scenarios 3 and 4 |

FIRST INTERVENTION : Cash distribution

5.5.1.1 **Name of the intervention:** Cash distribution

5.5.1.2 **Brief description of the intervention**

This will involve cash distribution to the households that will be targeted. Cash will be used according to the orientations of the analysis of the functioning of the market. An amount to be determined, per person and per month, will be given to households, with a maximum number of members per household to be defined. In total, each household will receive an amount within the limit of the maximum number of people indicated per month.

The amount that will be determined is intended to cover the food needs that increase as one moves away from the harvest period. The minimum expenditure basket will normally cover the basic needs and take into account the eating habits of the populations in the affected areas.

This will involve cash distribution to the households that will be targeted. An amount of 7,000 FCFA per person per month will be given to households, up to 10 persons per household. In total, a household will receive between 7,000 and 70,000 FCFA per month.

Depending on the area of intervention, the appropriate intervention methods could be applied. This will mainly depend on the level of functionality of the telephone operators and other financial service operators and on the functioning of the markets and the level of restriction adopted for the use of the cash transfer by the beneficiaries.

In case of cash distribution or digital transfer: Based on the number of beneficiaries and the amount to be remitted per household, the private service or telephone service providers will receive the total amount to be distributed, including the distribution costs invoiced. The service provider is responsible for implementing the distribution plan to ensure that all beneficiaries have received the cash transfer intended for them.

The service provider is responsible for implementing the distribution plan to ensure that all beneficiaries have received the cash transfer intended for them.

In case of voucher distribution at market value or numerical value: Once the beneficiaries receive their voucher, they can exchange it on the market against food or basic necessities from approved vendors.

5.5.1.3 Rationale for the selection of the intervention

Cash distribution makes operations much easier compared to food distribution. In addition, this intervention preserves the dignity of the beneficiaries and manages their vulnerable status with much more discretion while giving them the possibility of choosing the type of food they need; Finally, cash also helps to develop local markets and therefore the local economy.

The State and its development partners are working hard to promote cash in humanitarian responses to further leverage the opportunities offered by the country in terms of stability, availability and diversity of financial services offers, together with a good coverage of the territory, among others.

As a result, cash distribution better meets the main eligibility criteria defined by ARC, related to timeliness, to the preservation of the livelihoods of beneficiary households and to the 6-month implementation period.

5.5.1.4 Implementing partner

| Organization | Contact person | Phone number | Email address | Responsibilities |
|----------------------------------|----------------|--------------------|--|-------------------------|
| NGO members of the Start Network | Amadou Diallo | (221) 33 889 15 75 | amadou.diallo@startnetwork.org | ARC Replica Coordinator |

5.5.1.5 Fund management

The funds will be paid to Save The Children UK which will transfer the amount allocated to each NGO for its intervention.

A monthly monitoring of the use of funds by agency is carried out by the Start network staff.

5.5.1.6 Unit cost

The unit cost is estimated at US\$14 per person per month.

5.5.1.7 Beneficiary targeting

| | |
|--|--|
| <i>What type of targeting mechanism will be used and what criteria will be taken into account?</i> | Cross-targeting with community involvement for validation/ NSR - Strong accountability system Criteria to consider: Household size, number of children, number of elderly people, number of meals per day, monthly household income, main sources of household income |
| <i>Who will do the targeting?</i> | NGO/ DDC Component/ General Delegation for National Social Protection, with the participation of the community and the technical services of the State and under the supervision of the Prefects and Sub-Prefects |
| <i>How will the targeting be funded?</i> | Targeting will be funded with the ARC payout |
| <i>Is there a targeting verification process?</i> | Tools will be developed, tested, and applied for a proper targeting of beneficiaries and the establishment of an accountability system will make it possible to identify targeting errors very early on. Signed targeting report and attendance sheet |
| <i>When will targeting take place in relation to ARC payout?</i> | If the payment occurs in January of year 1, targeting will start in February of the same year. |

| | | |
|---------|--|--|
| 5.5.1.8 | <i>Does this intervention require a procurement procedure?</i> | Yes, to select financial service providers, partner NGOs to support households and manage accountability |
| | <i>Who is responsible for procurement?</i> | Member NGOs that will carry out cash transfer activities |

| | |
|--|---|
| <i>What are the timelines for procurement?</i> | According to the procedures of the Network Agencies or the Lead Agency but in compliance with the timeline of the approved FIP. |
|--|---|

- 5.5.1.9 The member Agencies of the START NETWORK will contract with one or more telephone operators or will study the functioning of the market and choose a community-based financial operator for the cash modality that will be put in place to meet the needs of the beneficiaries.

SECOND INTERVENTION: Distribution of nutritional supplements to pregnant and lactating women and children under 5 years

5.5.2.1 Name of the intervention: Distribution of nutritional supplements to pregnant and lactating women and children under 5 years

5.5.2.2 Brief description of the intervention

Kits consisting of flour, enriched oil and water treatment tablets will be distributed to pregnant women and mothers of children aged 0 to 5 years monthly. The distribution will be systematically preceded by a demonstration session on the use of flour, oil, and water treatment kits. The distribution of food supplements makes it possible to cover the nutritional needs of pregnant and lactating women and children under 5 years old.

5.5.2.3 Rationale for the selection of the intervention

This activity complements the preparedness for and management of malnutrition peaks component, together with the strengthening of the quality of malnutrition management at the level of care facilities for vulnerable populations. In this sense, it makes it possible to prevent a large volume of new admissions within the said facilities. The activities carried out under the nutrition education and good hygiene practices component will ensure efficient use of the products distributed. Under these conditions, the use of the resources allocated

through the cash transfer modality will be more rational and balanced in relation to the needs of the households. The main beneficiaries will be pregnant and lactating women and their children under 5 years old.

In support of the family diet, a six-monthly supplementation program will certainly prevent the peaks of malnutrition observed in post-crisis situations.

| | | | | | |
|---------|----------------------------------|---|---------------------|--|--|
| 5.5.2.4 | Implementing Partners | Name of the contact person within the organization | Phone number | Email address | Responsibility and role in the implementation of the activity |
| | NGO members of the Start Network | Amadou Diallo | (221) 33 889 15 75 | amadou.diallo@startnetwork.org | ARC Replica Coordinator |

5.5.2.5 **Fund management**

The funds will be paid to Save The Children UK which will transfer the allocated amount to each NGO for its intervention.

5.5.2.6 **Unit cost**

The unit cost per beneficiary (total of children aged 6-59 months and PLW) to carry out these activities for one month is: US\$5.14 per beneficiary per month.

5.5.2.7 **Beneficiary targeting**

| | |
|--|---|
| <i>What type of targeting mechanism will be used and what criteria will be considered?</i> | Targeting will consider nutritional vulnerability and anthropometric measurements. It will tackle the population of the communes and villages identified beforehand within the framework of geographic targeting. |
| <i>Who will do the targeting?</i> | The network in relation with partners and health districts |
| <i>How will the targeting be funded?</i> | Targeting will be funded with the ARC payout. |

| | | |
|---------|--|---|
| 5.5.2.8 | <i>Is there a targeting verification process?</i> | Establishment of a robust accountability system and collaboration with the CLM and NRP implementing agencies, in addition to the reports and activity reports that are used to verify the process |
| | <i>When will targeting take place in relation to ARC payout?</i> | Targeting activities will be carried out over the period between February and April of the disbursement year. |
| | <i>Does this intervention require a procurement procedure?</i> | The intervention requires a procurement procedure. |
| | <i>Who is responsible for procurement?</i> | ARC Replica Partners |
| | <i>What are the timelines for procurement?</i> | January till March |

Commodities to be procured and potential sources of supply:

| Item | Unit | Source(s) |
|-------------------------|------------|-----------------|
| Nutritional supplements | Tons/ kits | National market |

THIRD INTERVENTION: Nutrition and hygiene education and awareness

5.5.3.1 **Name of the intervention:** Nutrition and hygiene education and awareness

5.5.3.2 **Brief description of the intervention**

Training and motivation of community health workers (CHWs) to collaborate with health districts on the implementation of Social and Behavior Change Communication (SBCC) campaigns related to nutrition and hygiene awareness. Partners will use mass communication methods such as community caravans, radio broadcasts, focus group discussions, interactive games and home visits.

5.5.3.3 Rationale for the selection of the intervention

The main components of the ARC response include the provision of food, the distribution of complementary food to children under 5 years and to pregnant or lactating women, the management of severe acute malnutrition (prevention, treatment, etc.) and seeds and fodder distribution vouchers. Nutrition and hygiene education is an essential accompanying activity that aims to guide households to make informed choices about the foods they choose to buy and grow, by maximizing nutritious and safe options through relying on ongoing education and awareness activities for a change in behavior, hygiene promotion, malnutrition screening and treatment. The REPLICA network will work to improve hygiene knowledge and actions, with a focus on affordable actions for poor households.

The activities proposed under this intervention will encourage households to adopt locally appropriate recommended nutrition and care practices. Health facilities will collaborate with CHWs to convey contextualized nutrition messages at the community level, using strategies such as community caravans, radio broadcasts, home visits, group discussions (chats), etc. For example, REPLICA and CHWs will inform and encourage households to maximize their food purchases by prioritizing locally available nutritious options.

The intervention will ensure, in real time, that limited resources are used wisely and that households have the knowledge they need to make informed food choices.

5.5.3.4 Implementing partners

| Organization | Contact person | Phone number | Email address | Responsibilities |
|----------------------------------|----------------|--------------------|--|-------------------------|
| NGO members of the Start Network | Amadou Diallo | (221) 33 889 15 75 | amadou.diallo@startnetworksenegal.org | ARC Replica Coordinator |

5.5.3.5 Fund management

The funds will be paid to Save The Children UK which will transfer the allocated amount to each NGO for its intervention.

5.5.3.6 Unit cost

The unit cost per targeted beneficiary to carry out these activities for one month is: US\$0.50 per person.

5.5.3.7 Beneficiary targeting

| | |
|--|---|
| <i>What type of targeting mechanism will be used and what criteria will be considered?</i> | Nutrition and hygiene education and awareness campaign activities would target the health departments/ health districts identified for the cash transfer response. The BCC package would aim for global coverage of these areas to ensure that beneficiaries of the <i>Cash and nutritional supplements</i> components of Replica will receive the information they need to make informed choices regarding nutrition and hygiene. Targeting will be done based on the results of the Harmonized Framework to identify the communes and villages that will benefit from the intervention based on criteria such as the poverty map, agricultural production data, data on nutrition, etc. |
| <i>Who will do the targeting?</i> | Targeting will be carried out by the Start network agencies, which will rely on their local partners and health districts. Once beneficiaries are identified, Start Network will work with health districts, health facilities and CHWs to develop tailored BCC packages for maximum coverage of target areas. |

| | |
|--|--|
| <i>How will the targeting be funded?</i> | Targeting will be funded with the ARC payout. |
| <i>Is there a targeting verification process?</i> | Establishment of a robust accountability system and collaboration with the CLM and NRP implementing agencies, in addition to the signed reports and activity reports that are used to verify the process |
| <i>When will targeting take place in relation to ARC payout?</i> | Targeting activities will be carried out over the period between February and March of the disbursement year. |

5.5.3.8

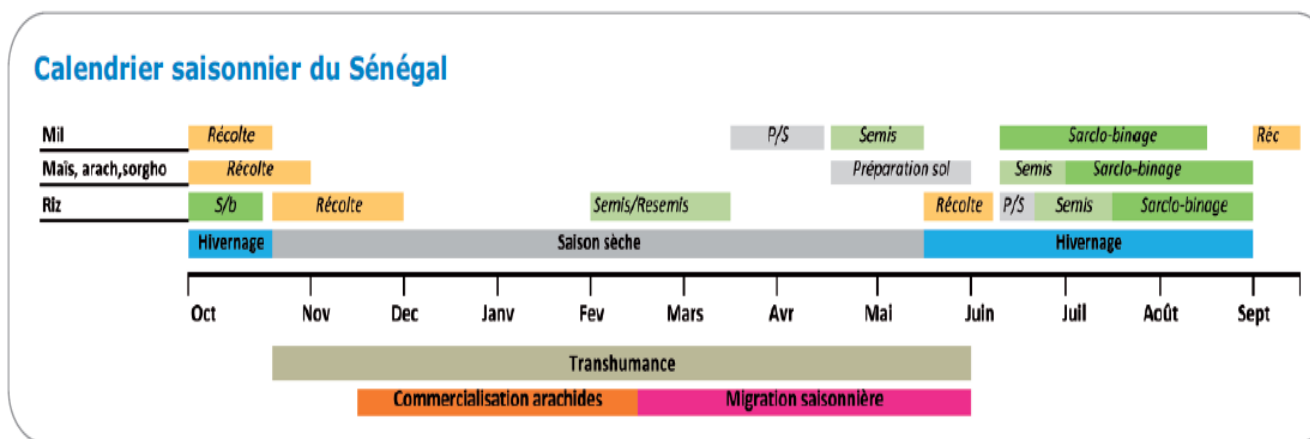
| | |
|--|--|
| <i>Does this intervention require a procurement procedure?</i> | The intervention requires a procurement procedure. |
| <i>Who is responsible for procurement?</i> | Each NGO |
| <i>What are the timelines for procurement?</i> | January till March |

9.5 IMPLEMENTATION TIMETABLE OF INTERVENTIONS AND STANDARD OPERATING PROCEDURES (SOPs)

9.5.1 Seasonal agricultural timetable

The agriculture in Senegal has important assets and favorable conditions that it owes to its 35 billion cubic meters of surface and underground water and more than 3.8 million hectares of arable land. However, it essentially depends on the rainy season, which generally starts in May and ends in October (Graph 2). The harvest period for crops such as millet, sorghum, maize and groundnuts takes place from October to November.

Graph 2: Seasonal calendar in Senegal



Source: FEWSNET (Bulletin No.1, December 2012)

9.5.2 Intervention implementation timetable

9.5.2.1 Implementation timetable for cash distribution

| Step | | | | | | | | | | | | | Implementing Body |
|--------------------------------------|------|---|---|------|---|---|---|---|---|---|---|---|--------------------|
| | 2020 | | | 2021 | | | | | | | | | |
| | O | N | D | J | F | M | A | M | J | J | A | S | |
| Identification of drought conditions | | | | | | | | | | | | | SECNSA |
| Confirmation of a drought event | | | | | | | | | | | | | SECNSA |
| Announcement of the ARC payout | | | | | | | | | | | | | MINT/ARC Ltd/ SCUK |

| | | | | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|--|--|--------------------------------------|
| FIP submission and validation | | | | | | | | | | | | | SECNSA/MINT/ARC Ltd Start Network |
| Adoption of the contingency plan | | | | | | | | | | | | | SECNSA |
| Targeting of households for the intervention | | | | | | | | | | | | | Start Network NGOs |
| Cash distribution | | | | | | | | | | | | | Start Network NGOs |
| Monitoring/ Evaluation | | | | | | | | | | | | | Start Network |

9.5.2.2 Implementation timetable for the distribution of nutritional supplements

| Step | | | | | | | | | | | | | Implementing Body |
|--|------|---|---|------|---|---|---|---|---|---|---|---|--------------------------------------|
| | 2020 | | | 2021 | | | | | | | | | |
| | O | N | D | J | F | M | A | M | J | J | A | S | |
| Identification of drought conditions | | | | | | | | | | | | | SECNSA |
| Confirmation of a drought event | | | | | | | | | | | | | SECNSA |
| Announcement of the ARC payout | | | | | | | | | | | | | MINT/ARC Ltd/ SCUk |
| FIP submission and validation | | | | | | | | | | | | | SECNSA/MINT/ARC Ltd Start Network |
| Adoption of the contingency plan | | | | | | | | | | | | | SECNSA |
| Targeting of households for the intervention | | | | | | | | | | | | | Start Network NGOs |

| | | | | | | | | | | | | | |
|---|--|--|--|--|--|--|--|--|--|--|--|--|--------------------|
| Distribution of nutritional supplements | | | | | | | | | | | | | Start Network NGOs |
| Monitoring/ Evaluation | | | | | | | | | | | | | Start Network |

9.5.2.3 Implementation timetable for education and awareness-raising activities

| Step | | | | | | | | | | | | | Implementing Body |
|--|------|---|---|------|---|---|---|---|---|---|---|---|--------------------------------------|
| | 2020 | | | 2021 | | | | | | | | | |
| | O | N | D | J | F | M | A | M | J | J | A | S | |
| Identification of drought conditions | | | | | | | | | | | | | SECNSA |
| Confirmation of a drought event | | | | | | | | | | | | | SECNSA |
| Announcement of the ARC payout | | | | | | | | | | | | | MINT/ARC Ltd/ SCUUK |
| FIP submission and validation | | | | | | | | | | | | | SECNSA/MINT/ARC Ltd Start Network |
| Adoption of the contingency plan | | | | | | | | | | | | | SECNSA |
| Targeting of households for the intervention | | | | | | | | | | | | | Start Network NGO |
| Education and awareness-raising | | | | | | | | | | | | | Start Network NGO |
| Monitoring/ Evaluation | | | | | | | | | | | | | Start Network |

9.5.2.4 Implementation timetable for cash distribution

| Step | | | | | | | | | | | | | Implementing Body |
|---|------|---|---|------|---|---|---|---|---|---|---|---|--------------------------------------|
| | 2020 | | | 2021 | | | | | | | | | |
| | O | N | D | J | F | M | A | M | J | J | A | S | |
| Identification of drought conditions | | | | | | | | | | | | | SECNSA |
| Confirmation of a drought | | | | | | | | | | | | | SECNSA |
| ARC payment announced | | | | | | | | | | | | | MINT/ARC Ltd/ SCUk |
| Submission and validation of the PDMO | | | | | | | | | | | | | SECNSA/MINT/ARC Ltd Start Network |
| Emergency plan adopted | | | | | | | | | | | | | SECNSA |
| Targeting households for the intervention | | | | | | | | | | | | | Start Network NGO |
| Distribution of agro-pastoral inputs | | | | | | | | | | | | | Start Network NGO |
| Monitoring and evaluation | | | | | | | | | | | | | Start Network |

9.5.3 Standard Operating Procedures

| N° | SOP Name | SOP details | Responsible officer | Timeline | Turnaround (in days) | | Action |
|----------------------------------|--|---|---|--|----------------------|-----|----------|
| | | | | | Min | Max | |
| Information and planning process | | | | | | | |
| 01 | Monitoring levels of food security and livelihoods | Intense monitoring of ARV and other EW systems and tools to track food security severity and situation. | Start Network/ ARC Replica member NGOs/ Partners/ Communities | Continuous | 60 | 120 | Task |
| 02 | Update of contact databases | Update existing databases to identify focal points. | Amadou Diallo (ARC Replica Coordinator) | As soon as a possible payout is identified | 02 | 04 | Task |
| 03 | FIP development and submission | Mobilize the Start Network members. | Amadou Diallo (ARC Replica Coordinator) | As soon as a possible payout is identified | 01 | 02 | Task |
| | | Decide most likely scenario | Start Network/ ARC Replica member NGOs | | 04 | 07 | Decision |
| | | Decide on most likely regions/districts to receive ARC funding | Start Network/ ARC Replica member NGOs | | 03 | 07 | Decision |
| | | Decide on most likely interventions to be funded | Start Network /SCUK / ARC Replica member NGOs | | 04 | 14 | Decision |
| | | Estimate the number of vulnerable people to reach by targeted areas | Start Network/ ARC Replica member NGOs/ Partners/ Communities | | 02 | 03 | Task |
| | | Develop the draft FIP, including the detailed budget | Amadou Diallo | | 10 | 20 | Task |

| N° | SOP Name | SOP details | Responsible officer | Timeline | Turnaround (in days) | | Action |
|----|---|---|---|---|----------------------|-----|--------|
| | | | | | Min | Max | |
| | | | (ARC Replica Coordinator) | | | | |
| | | Submit FIP to ARC Secretariat for approval | Amadou Diallo (ARC Replica Coordinator) | At least 30 days before the scheduled payout | 01 | 02 | Task |
| 04 | Final FIP submission (as needed) | Integrate feedback and resubmit FIP if not approved by the ARC Board or if the Harmonized Framework brings new elements. | Amadou Diallo (ARC Replica Coordinator) | As soon as the decision on the FIP review process has been notified | 10 | 15 | Task |
| 05 | Organization of coordination meetings | Organize coordination meetings with all implementing agencies to finalize and harmonize interventions. | Start Coordinator/ ARC Replica member NGOs/ Partners/ Communities | As soon as a possible payout is identified | 60 | 90 | Task |
| | Financial processes | | | | | | |
| 06 | Notification of receipt of ARC funds to Save the Children UK/ Start Network | Inform the Save the Children UK finance team (responsible for receiving funds from ARC on behalf of Start Network) of the impending payout and verify all bank details. | Start Coordinator SCUK Finance Team ARC Responsible | 30 days before the payout | 02 | 04 | Task |

| N° | SOP Name | SOP details | Responsible officer | Timeline | Turnaround (in days) | | Action |
|------------------------------|---|---|---|----------------------------------|----------------------|-----|--------|
| | | | | | Min | Max | |
| 07 | Notification of transfer of funds to partners NGO in charge of the implementation | Inform implementing partners of possible transfer of funds and verify the bank details. | Start Coordinator SCUK Finance Team | (As soon as funds are confirmed) | 04 | 07 | Task |
| 08 | Transfer of funds | Transfer funds to implementing agencies after validation of response proposals. | Replica member NGOs Start Coordinator SCUK Finance Team | As soon as funds are available | 05 | 10 | Task |
| Operational processes | | | | | | | |
| 09 | Targeting and registration | Identify additional beneficiaries and update beneficiaries' lists based on the NSR. | Replica member NGOs/ Partners/ Communities | As soon as a payout is confirmed | 30 | 40 | Task |
| | | Assess completeness of list of beneficiaries in each identified region, department or commune. | Replica member NGOs/ Partners/ Communities | As soon as a payout is confirmed | 30 | 40 | Task |
| | | Increase field staff to handle registration meetings. | Replica member NGOs | | 30 | 40 | Task |
| 10 | Verification of the functionality of existing systems | Confirm that food/ payment transfer/ distribution systems are in place and functional and can handle additional caseload (in case of scalable intervention) | Replica member NGOs/ Partners/ Communities | 10 days before the payout | 07 | 10 | Task |

| N° | SOP Name | SOP details | Responsible officer | Timeline | Turnaround (in days) | | Action |
|----|---------------------------|--|--|--|----------------------|-----|--------|
| | | | | | Min | Max | |
| 11 | Supply management | Develop a suitable and efficient supply plan. | Replica member NGOs | As soon as a possible payout is identified | 30 | 60 | Task |
| | | Verify that procurement procedures and sources are functional. | Replica member NGOs | As soon as a possible payout is identified | 04 | 07 | Task |
| | | Implement the procurement process. | Replica member NGOs | Continuous during the intervention | 150 | 180 | |
| 12 | Communication | Develop a communication protocol to streamline information flow among implementing partners | Replica member NGOs/ Partners/ Communities | As soon as a payout is confirmed | 03 | 05 | Task |
| | Monitoring and Evaluation | Identifier des besoins supplémentaires en personnel et en formation dans le cadre du suivi-évaluation pour un versement possible | Replica member NGOs/ Partners/ Communities | As soon as a possible payout is identified | 05 | 10 | Task |
| | | Inform implementing partners of monthly reporting requirements and deadlines. | Start Coordinator | As soon as a payout is confirmed | 07 | 10 | Task |

| N° | SOP Name | SOP details | Responsible officer | Timeline | Turnaround (in days) | | Action |
|----|----------|--|---------------------|--------------------------------|----------------------|-----|--------|
| | | | | | Min | Max | |
| 13 | | Submit monthly monitoring reports to ARC Secretariat. | Start Coordinator | Continues during the payout | 15 | 20 | Task |
| | | Submit the final implementation report to ARC Secretariat. | Start Coordinator | At the end of the intervention | 20 | 30 | Task |

ARC's Standard Operating Procedures Schedule

| # | SOP Name | Month | | | | | | | | | | | | | |
|----|--|-------|----|---------------|---|---|---|---|---|---|---|---|---|----|----|
| | | -2 | -1 | Harvest (Nov) | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| 01 | Monitoring levels of food security and livelihoods | | | | | | | | | | | | | | |
| 02 | Update of contact databases | | | | | | | | | | | | | | |
| 03 | FIP development and submission | | | | | | | | | | | | | | |
| 04 | Final FIP submission (as needed) | | | | | | | | | | | | | | |
| 05 | Organization of coordination meetings | | | | | | | | | | | | | | |

| | |
|--|---------------|
| Excess point | 60 139 324 \$ |
| Estimated amount of the insurance premium | 1 499 842 \$ |
| Ceding percentage | 28.96% |

10.2 FINANCIAL ARRANGEMENTS AND COORDINATION OF ARC PAYOUTS

Receipt of funds

If disbursed, how will funds be transferred from Save The Children UK's account to each of the implementing partners? Explain what controls are in place to ensure timely disbursement and tracking of funds.

Be as specific as possible. If the implementation of the intervention is decentralized, explain how funds will be transferred from the Save The Children UK account to the Agencies, what checks will be made and what administrative formalities will be followed to ensure that this transfer is made within the set timeframe.

As part of the REPLICA/ Start Network initiative, the financial arrangements are as follows:

Save the Children UK bank account in USD (Chief Legal Officer, Start Network)

- Chief Financial Officer at Save the Children UK;
- Financial Controller.

This account receives all the financing that comes from grants from US donors or in USD. There are funds from institutional donors or others.

This account receives funds dedicated to humanitarian programs. Each program has a dedicated SOF (source of funds) code through which expenditures can be tracked. The coding also ensures that the funding is surrounded by the accounting system, which means that it cannot be used for activities other than those related to ARC REPLICA.

The Replica partners allocate funds through the Start Fund's financing mechanism to member NGOs for the management of small-scale crises, according to a clear and optimal protocol which allows the launch of a humanitarian response in a very short time (72 hours). This same channel was used in December 2019 and allowed funds to be received by member NGOs in less than 10 working days to implement FIP activities.

10.3 BUDGET BY INTERVENTION

Establish the unit cost (cost per beneficiary) necessary to carry out this activity for one (1) month.

This amount must include the value of the service, as well as purchases, transport, and administrative costs. Please include as an annex any supporting documentation on how these costs were estimated (e.g., ARC OP budgeting tool).

If there is no corroborating information on how this unit cost might increase or decrease under different scenarios, please insert the same number in each box.

Note: In this part, reference all the detailed budget information you used to come up with these costs and present it as an annex to this document. We expect countries to “baseline” costs based on the components (e.g., cost of food, transportation costs, etc.) rather than from an estimate based on previous emergencies where we simply took into account the amount of the total intervention divided by the number of people affected (beneficiaries).

Unit cost under scenario 1, in US\$: < US\$50 (only if the scalable project is ongoing)

Unit cost under scenario 2, in US\$: 52.3

Unit cost under scenario 3, in US\$: 52.3

Unit cost under scenario 4, in US\$: 52.3

11 MANAGEMENT AND LEARNING

11.1 MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING (MEAL)

11.1.1 MONITORING AND EVALUATION (M&E) FRAMEWORK

This section focuses on the results of the monitoring and evaluation framework of all the interventions provided for in the present Operations Plan. The aim is to contribute to the evaluation of the implementation performance of the ARC contingency plan.

| Result | Indicator | Means of control/ verification | Risks/ Assumptions |
|--|---|---|--|
| ARC funds have been disbursed to the organizations | Official notification | ARC notice | |
| Beneficiaries were well targeted | Low inclusion error rates Low exclusion errors rates Number of beneficiaries targeted | Verification survey Targeting report | The influence of politicians and religious households did not hinder the targeting process |
| The planned amounts have been received by the Agencies | Amount distributed | START NETWORK monitoring report | Inflation Significant variation in the exchange rate |

| | | | |
|---|--|---|--|
| Targeted beneficiaries have received their payment | Number of beneficiaries having received the planned amount Overall amount received by the beneficiaries | Monitoring report Final distribution report | Beneficiaries remain in their household throughout the cash transfer period The funds intended for the transfer are available |
| Beneficiaries received their nutritional supplements | Number of beneficiaries having received their kit Quantities of supplements distributed | Distribution monitoring report Final distribution report | The products are available in adequate quantity and quality on the market |
| Populations have received nutrition education and hygiene awareness | Number of people having received nutrition education and hygiene awareness compared to the target | Monitoring report Final report | People agree to participate in education sessions |
| Targeted beneficiaries have received agropastoral inputs | Number of beneficiaries having received their kit Quantities of inputs distributed | Distribution monitoring report Final distribution report | The products are available in adequate quantity and quality on the market |

11.1.2 MONITORING AND EVALUATION BY INTERVENTION

FIRST INTERVENTION: Cash distribution

Data related to the implementation and distribution are regularly collected and fed back to the central level by the teams of the different Start Network NGOs who send them back to the central level then to the level of the Start Network coordination team.

Follow-up missions are organized by Start Network to ensure the smooth conduct of distribution operations.

Does the implementing partner have a monitoring system?

If so, please describe this system as precisely as possible. Is it on paper? Is the information entered into a GIS system? in Excel?

Who can have access to the information?

Yes, there is a monitoring system for this activity. The approach adopted will be articulated around the three dimensions of the evaluation:

Formative evaluation, which consists of assessing the gradual achievement of the objectives set for the distribution of cash (targeting, purchase and delivery, distribution, disbursement, etc.). To this end, weekly meetings are organized with all stakeholders.

The prognostic evaluation, which makes it possible to make modifications (quotas, needs) according to the evolution of the context of implementation of the intervention.

If the program already exists, has it ever been monitored?

What are the criteria for deciding to monitor or refrain from monitoring a program?

Have evaluations of the program already been detailed in the past?

Please detail what data or pieces of information will need to be collected by the monitoring system.

The summative evaluation is carried out at the end of the implementation of the intervention. This overall evaluation of the intervention is conducted by a firm or a consultant with all the stakeholders, under the coordination of the Start Network team, to measure the impact of the intervention, to draw lessons learned, to identify the challenges and to formulate recommendations for the next actions. The report is shared with all stakeholders and any other user who requests it.

Cash distribution as part of the food assistance program has been implemented in the past. Assessments have been carried out. Reports are available.

Monitoring will be carried out within each agency by the MEAL officer and the overall coordination is provided by the Start Network team with the support of the Start Network MEAL coordinator.

The information to be collected relates to:

- ☞ The quality of targeting. It is necessary to evaluate the rate of inclusion errors, compliance with the criteria, and compliance with the allocated quotas before targeting;
- ☞ The quality of distribution: assess compliance with the planned quantities;
- ☞ The duration of the execution of the operations;

- ☞ The effectiveness and efficiency of the intervention;
- ☞ The account status (account balance).

Who is responsible for collecting the information?

Who is responsible for analyzing the information?

The information will be collected and analyzed by the MEAL officers of each agency and coordination will be provided by the Start Network MEAL coordinator, with the technical support of all the partners concerned.

How is the monitoring and evaluation (M&E) of this intervention funded?

With the ARC funds

What measures have been introduced to ensure timely and accurate collection of monitoring data?

Each agency has a functional server and smartphones. It also has agents well trained in data collection. This system makes it possible to accurately collect all the information required to ensure proper monitoring/evaluation of the intervention.

What is the timeline for M&E in relation to ARC disbursement?

Upon notification of the possibility of a payout at the end of the product distributions.

Does the implementing partner have a monitoring system?

If so, please describe this system as precisely as possible. Is it on paper? Is the information entered into a GIS system? in Excel?

Who can have access to the information?

If the program already exists, has it ever been monitored?

What are the criteria for deciding to monitor or refrain from monitoring a program?

Have evaluations of the program already been detailed in the past?

Please detail what data or pieces of information will need to be collected by the monitoring system.

Yes

The information is entered on a tablet and transferred to a server to constitute a database. This exercise is carried out by each agency

This is not an existing program, as this activity is part of a potential early response.

This involves the following indicators:

Amounts distributed.

Number of beneficiaries (PLW/ Children).

Who is responsible for collecting the information?

Who is responsible for analyzing the information?

How is the monitoring and evaluation (M&E) funded?

What measures have been introduced to ensure timely and accurate collection of monitoring data?

What is the timeline for M&E in relation to ARC disbursement?

The information will be collected and analyzed by the MEAL teams of the NGOs and the Start Network Coordination.

This component will be financed with ARC funds.

Use of mobile data collection platform to aggregate information in real time.

THIRD INTERVENTION: Distribution of nutritional supplements to pregnant and lactating women and children under 5 years

Does the implementing partner have a monitoring system?

If so, please describe this system as precisely as possible. Is it on paper? Is the information entered into a GIS system? in Excel?

Who can have access to the information?

Yes, there is a monitoring system for this activity. The approach adopted will be articulated around the three dimensions of the evaluation:

Formative evaluation, which consists of assessing the gradual achievement of the objectives set for the distribution of cash (targeting, purchase and delivery, distribution, disbursement, etc.). To this end, weekly meetings are organized with all stakeholders.

The prognostic evaluation, which makes it possible to make modifications (quotas, needs) according to the evolution of the context of implementation of the intervention.

The summative evaluation is carried out at the end of the implementation of the intervention. This overall evaluation of the intervention is conducted by a firm or a consultant with all the stakeholders, under the coordination of the Start Network team, to measure the impact of the intervention, to draw lessons learned, to identify the challenges and to formulate recommendations for the next actions. The report is shared with all stakeholders and any other user who requests it.

If the program already exists, has it ever been monitored?

What are the criteria for deciding to monitor or refrain from monitoring a program?

Have evaluations of the program already been detailed in the past?

Please detail what data or pieces of information will need to be collected by the monitoring system.

Who is responsible for collecting the information?

Who is responsible for analyzing the information?

How is the monitoring and evaluation (M&E) funded?

What measures have been introduced to ensure timely and accurate collection of monitoring data?

Monitoring will be carried out within each agency by the MEAL officer and the overall coordination is provided by the Start Network team with the support of the Start Network MEAL coordinator.

This involves the following indicators:

Quantity of supplements dispensed.

Number of beneficiaries (PLW/ Children).

The information will be collected and analyzed by the MEAL teams of the NGOs and the Start Network Coordination.

This component will be financed by ARC funds, knowing that in principle the screening component should be considered by the CLM

Use of mobile data collection platform to aggregate information in real time.

What is the timeline for M&E in relation to ARC disbursement?



FOURTH INTERVENTION: Distribution of agropastoral inputs

Does the implementing partner have a monitoring system?

The Agency's monitoring and evaluation system will be used under the administration of the REPLICA coordinator.

If so, please describe this system as precisely as possible. Is it on paper? Is the information entered into a GIS system? in Excel?

The various members have effective monitoring and evaluation systems capable of producing real-time reports.

Who can have access to the information?

For data collection, Start members use mobile data collection systems such as Commcare, ODK Collect, Kobo Toolbox, which facilitate data aggregation and analysis.

Access to its information is prioritized and is only available to the Replica partner teams in compliance with the rules of confidentiality and protection of personal data.

If the program already exists, has it ever been monitored?

What are the criteria for deciding to monitor or refrain from monitoring a program?

Have evaluations of the program already been detailed in the past?

Please detail what data or pieces of information will need to be collected by the monitoring system.

Who is responsible for collecting the information?

Who is responsible for analyzing the information?

How is the monitoring and evaluation (M&E) funded?

At the level of the partner agencies, there are policies that systematically require the implementation of a monitoring and evaluation system for any project.

This is not an existing program as this activity is part of a potential early response.

Number of targeted beneficiaries (Households/M/F/Children)

Quantities distributed by Households/M/F/Children

NGOs members of the Start Network and local partners.

ARC funds

What measures have been introduced to ensure timely and accurate collection of monitoring data?

The use of monitoring systems with tablets and innovative tools.

What is the timeline for M&E in relation to ARC disbursement?

Throughout the intervention.

11.1.3 RISKS AND MITIGATION STRATEGIES

The risks identified in the following table are likely to hinder or prevent the proper execution of the planned activities.

| No. | Risk | Probability of occurrence of this risk (low, moderate, high) | Description of the impact | Mitigation Strategy: what do you intend to do to make sure this does not happen? |
|-----|-----------------------|--|--|---|
| 1 | Foreign exchange risk | Low | Impact on market prices and premium and payout value | The US Dollar rate used in the cost estimates is 550 FCFA. It is very unlikely that the Dollar will be below this rate. |
| 2 | Inflation risk | Moderate | Affects market prices | |

| | | | | |
|---|---|------|---|--|
| 3 | Risk of missing the targeting of the real beneficiaries | High | Missing real targets or vulnerable households | Ensure good geographical and household targeting with a broad consensus of actors and set up an accountability system as soon as possible. |
|---|---|------|---|--|

BIBLIOGRAPHY

ANSD. (2013). *Rapport définitif du Recensement général de la Population, de l'Habitat, de l'Agriculture et de l'Elevage*.

World Bank. (2014). *Sénégal: Evaluation des risques dans le secteur agricole*.

CILSS. (2004). *NORMES DE CONSOMMATION DES PRINCIPAUX PRODUITS ALIMENTAIRES DANS LES PAYS DU CILSS*.

ESPS. (2011). *Rapport de l'enquête de suivi de la pauvreté au Sénégal*. Dakar.

GFDRR. (2011). *Vulnerability, Risk Reduction, and Adaptation to Climate Change*.

Kandj, S., Verchot, L., & Mackensen, L. (2005). *Climate Change and Variability in the Sahel Region: Impacts and Adaptation Strategies in the Agricultural Sector*.

PARM. (2016). *Profil des risques agricoles au Sénégal*.

PNR. (2012). *Rapport du PNR 2012 (2012 NRP report)*

PSE. (2014). *Plan Sénégal émergent*.

Sarr, F. (2013). *Analyse du système de connaissances post-récolte au Sénégal : cas du riz*.

ANNEXES

Table: Breakdown of the budget for a coverage of 10 million six hundred thousand dollars

| Description | PERCENTAGE | COST/US\$/CFA |
|--|------------|--------------------------------------|
| Cash Distribution | 68% | 7,232,669 US\$ 4,151,552,006 CFA |
| Nutritional supplements for children under 5 and pregnant and lactating women | 21% | 2,179,211 US\$ 1,250,867,114 CFA |
| Nutrition and hygiene education and awareness-raising | 4% | 446,120 US\$ 256,072,880 CFA |
| TOTAL COST OF THE INTERVENTION (including costs of coordination, supervision, etc.). | 93% | 9,858,000 US\$ 5,421,900,000 CFA |
| Indirect Costs | 7% | 742,000 US\$ 425,908,000 CFA |
| TOTAL | 100% | 10,600,000 US\$ 6,084,400,000 CFA |

NB: This is a budget simulation based on the experience of a US\$10.6m disbursement received by Start Network in 2019.