



FAO – UNITED NATIONS FOOD AND AGRICULTURE ORGANIZATION

End of Assignment Report

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Duty Station: Dakar, Senegal

Programme/Project Number: OSRO/RAF/202/BRA – PAA Africa (Baby 1)

Period of Assignment: Period 1: 22 November 2013 to 06 December 2013 Period 2: 17 February 2014 to 11 March 2014

Purpose of mission: To undertake consultancy services at the Senegal's General Delegation for Social Protection and National Solidarity, to support the National Social Security Programme (PNBSF), with emphasis on articulating and integrating it with other social policies and programmes on Food and Nutrition Security, such as Family Farming and School Feeding.

In cooperation with the Government of Brazil (MoFA/CGFOME), FAO and the Government of Senegal (General Delegation for Social Protection and National Solidarity).

Revised and approved by:

Date:

FAO Representative Senegal



CONSULTANCY REPORT ON SOCIAL POLICIES

MISSION TO SENEGAL

**COOPERATION: Government of Brazil:
MoFA/CGFOME; FAO and Government of Senegal:
General Delegation for Social Protection and
National Solidarity**

**Responsible Consultant:
Márcia Helena Carvalho Lopes (Ms)**

May – 2014



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List of Acronyms

ANSD	Agence Nationale de Statistique et de la Démographie
CGFOME	General Coordination for International Actions against Hunger
CONSEA	National Council for Food and Nutrition Security
DGSPN	General Delegation for Social Protection and National Solidarity
FAO	Food and Agriculture Organization of the United Nations
MoFA	Ministry of Foreign Affairs
PAA	Brazil's Food Acquisition Program
PAA AFRICA	Purchase from African for Africa Programme
PBNSF	National Social Security Programme
PRONAF	Brazil's National Program for the Strengthening of Family Farming
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
WFP	World Food Programme



I. BACKGROUND

COUNTRY: Senegal

DUTY STATION: Dakar

PERIOD 1: from 22/11/2013 to 06/12/2013

PERIOD 2: from 19/02/2014 to 10/03/2014

CONSULTANT: Márcia Helena Carvalho Lopes

COOPERATION: Government of Brazil (MoFA/CGFOME); FAO and Government of Senegal (General Delegation for Social Protection and National Solidarity - DGPSN).

SUBJECT: Consultancy at the Senegal's DGPSN to support the National Social Security Programme (PNBSF), with emphasis on articulating and integrating it with other social policies and programmes on Food and Nutrition Security, such as Family Farming and School Feeding.

II. CONTEXT

The knowledge society, while pointing to the most daring achievements in the world of new technologies and instant communication, also brings into discussion – as per ethical and moral concerns - the fight to multiple realities of poverty and human suffering in the world and the search for concrete answers to these issues. Nowadays, it would not be possible to address the agendas of economic and social development, worldwide peace, international cooperation, ecological balance, or national security without having to face competently and effectively the issues of hunger and poverty that plague billions of people worldwide.

A global movement and great mobilization for "another possible world" is gaining strength and space for debates, besides providing resolutions to guide governments, institutions, social movements and all democratic countries to commit themselves to confront the issue of combating poverty and inequality from historical, political, economic and social perspectives.

The election of former Brazil's President Lula in 2002 marks a new era in the performance of the Brazilian state, giving priority to the implementation of public policies aimed at protecting and ensuring the basic needs of a large contingent of the Brazilian population (around 45 million people). Ruling with the guidelines for



growth and income distribution, sustainable economic and social development, and social participation and control, the ZERO HUNGER strategy was established integrating and prioritizing programs to fight hunger and poverty such as Bolsa Família, School Feeding, PAA (Food Acquisition from Family Farming) and PRONAF (credit to the strengthening of family farming). Such actions implemented at the national level ensured rapid results and changes in social indicators.

President Lula had another conviction in the sense that Brazil would not achieve its development goals with social justice alone; instead, it would be necessary to strengthen Latin America and African countries. Therefore, Brazil's foreign policy has prioritized processes of integration, humanitarian cooperation and exchange of experiences on social policies aimed at social protection for the poor and ensuring their basic rights, such as income, food, education, health and social care.

Importantly, all initiatives related to technical and financial cooperation have been implemented in partnership with international agencies, especially FAO, UNDP, WFP, UNICEF, UNESCO, among others. The Brazilian humanitarian cooperation agency, GFOME has played a key role in the articulation and coordination of the different Brazilian international humanitarian cooperation projects.

This present consultancy is part of one of the most important Brazilian cooperation initiatives with Africa, the Purchase from Africans for Africa Programme (PAA Africa) targeting Ethiopia, Malawi, Mozambique, Niger and Senegal. Under the framework of cooperation in these countries and drawing upon the Brazilian experience with the Zero Hunger, the consultancy developed in Senegal sought to contribute to the coordination and integration between public policies following the intersectorality approach, seeking to promote the concept of Food Security in the Social Protection System in the country.

In Senegal, there is an ongoing experience with PAA Africa Programme, focused on rice production in the region of Kedougou, with very positive results, linked to market activities to encourage and support school feeding programmes, with a view to be recognized as state universal policies. The Programme relies on the supervision and direct involvement of FAO and WFP and support from the Brazilian embassy, being followed by the Brazilian Government through its CGFome/MoFA.

Also based on the Brazilian experience with Bolsa Família, Senegal is implementing a cash transfer program targeting the poorest families. The National Social Security Programme (PNBSF) has already been established as a specific structure within the central



government, which has requested support and presence of this consultancy in order to learn and ensure that similar results to Brazil's experience can be achieved in the Senegalese context.

For this, it is fundamental to understand and implement the principles of teamwork, articulation, intersectoriality and through inter and intra government network. A program such as the PNBSF involves several areas and demands work in cooperation mainly relating health, education, social welfare, women and food security, besides government resource areas linked to planning, statistics, finance and presidential cabinet as source of political compromise.

Through respecting the culture and specific circumstances of Senegal, it is necessary to formulate and construct new paradigms for public management integrated and articulated to social demands, in search for a different level of access to rights, justice and life in society. Poverty and hunger do not match development and happiness.

III. OBJECTIVES

General: Contribute to the implementation process of Senegal's PNBSF - as a strategy to promote food and nutrition security of the families in extreme poverty situation - while articulating it with other related social policies, having as a reference the Brazilian experiences.

Specific:

- Support to the implementation of Brazil-Africa/PAA Africa cooperation, with regards to the exchanges of experience on social policies, and articulation and integration of programmes to fight hunger and poverty;
- Create opportunities for knowledge around the Brazilian experience and good practices on cash transfers, family farming, school feeding, land management, participation, work with families and intersectoriality, as theoretical and methodological references which orient the execution of social policies;
- Identify and characterize the general aspects (strengths and weaknesses) of the execution of social policies in the programmes being implemented in Senegal, in particular the PNBSF, taking into consideration its strengthening and consolidation as part of a State inter-articulated Policy.



- Provide recommendations and viable proposals to the country, in order to generate security in public management, to correspond to the demands and needs of the population, to improve the current hunger and poverty indicators, to develop the approach of integration and intersectoral work, to strengthen government teams and the relation between Government and civil society participation as a social control instrument.

IV. DEVELOPED ACTIVITIES

During the two assignments carried out in Dakar/Senegal to contribute to the implementation of the Brazil-Africa/PAA Africa cooperation, in partnership with FAO, the working methodology followed a flexible and dynamic agenda for better adjusting to the availability of the government bodies responsible to implement the policies programmes. Following the first meetings, visits and observations, it was possible to map the information and knowledge needs of the institutions, as well as their structures and teams that would reveal to be instrumental in articulating and working together for achieving the expected results of the PNBSF. This initial approach was likewise oriented towards intersectorality, boosting the public actions that would potentially reach the communities and families in poverty situation.

In this sense, and despite time constraints, it was possible to meet stakeholders, discuss, analyze, share experiences and make recommendations, through interacting with various levels of decision-making power. The agenda has also sought to establish a dialogue with the UN system, the World Bank, representative institutions, local community, social entities and local leaders in order to foster a culture of a joint and collective work, of rationality in the use of resources, intersectoral practice and networking. Furthermore, it contributed to build a common discourse about the need for a commitment to implement permanent and effective policies to fight hunger, poverty and inequality in the country.

Within a short timeframe, it was possible to mobilize and involve a significant number of people and institutions in this consultancy exercise. In the two assignment periods, effort was made to contribute to fulfill the objectives of Brazil/PAA Africa cooperation in partnership with FAO and WFP (as described in Table 1 and 2 in the annexes).



V. DATA ANALYSIS AND RECOMMENDATIONS

5.1. STRENGTHS

- High-level leadership, policy decisions and commitment for the construction of a Senegalese social protection system;
- Harmonization of country policies with the regional context seeking to transform the social and economic indicators towards building sustainable economic development that is consistent with the history of Senegal's people and their ideals;
- Country openness and willingness to cooperate with international partners; knowledge about international successful experiences, and government availability to deepen reflection on social issues;
- Policy and administrative decisions taken to institutionalize the management of a social protection system under interministerial and intersectoral perspectives;
- Government understanding of the themes and programs successfully implemented in other countries with positive impacts on the population in poverty situation (e.g. Brazil's Bolsa Familia, PAA Food Acquisition Program, School Feeding, Food and Nutrition Security and CONSEA);
- Active partnership with international agencies (FAO, WFP, UNDP, UNICEF, World Bank and others...), which contributes to meet cooperation goals in strategic areas to poverty reduction and social protection, for instance through technical assistance, experts consultancy, capacity building, information, program management and coordination, in addition to funding for the direct implementation of some social programs;
- Good practices on participation and community action at local levels, also involving administrative bodies and adopting a joint approach in the implementation of social policies and programs.
- Professional staff in the Government structures demonstrating intellectual, cognitive, affective, motivational qualities, showing commitment and responsibility with the social policies;
- Well-structured Information, Technology and Statistic institutions, engaged in partnerships with other Ministries involved in social policy areas.

5.2. WEAKNESSES



- Absence of a strategic action plan to legitimize and guide the process of building up a social protection system;
- To date, it was not possible to establish a strategy for interlinking the social protection priority policies targeting the most vulnerable populations in the country: health, education, social welfare, agriculture, food security and nutrition, women, youth, employment;
- Lack of strategies to empower PNBSF committees, at all levels and locations;
- Merging of structures and program mandates between ministries and public agencies that are involved in the social protection system (Ministry of Women, Social Welfare, Ministry of Health, DGPSN, CLM, etc.);
- Institutional fragility of DGPSN in terms of human, technical and logistical resources, and planning compared to the importance given to its mandate. This weakness is noticed mainly under the national coordination;
- Lack of decentralized structures to operate effectively and efficiently at the local level;
- Low participation of decentralized administrative bodies in implementing the PNBSF Programme;
- Institutional fragility of PNBSF in terms of target audience, identification, selection, and monitoring of conditionalities and beneficiary families;
- A low engagement of actors to the sectoral and cross-cutting policies and coordination procedures established at the DGPSN social protection system;
- Multiplicity of social programs, which reach a limited number of beneficiaries, assuming a risk of low impact on the overall livelihood indicators;
- Low participation of actors actually involved in the implementation of the program, following an intersectoral approach;
- Low visibility of PNBSF among the beneficiary public, the media, civil society and public opinion. It is a policy with a of low range communication strategy;
- Perception of the PNBSF among the different stakeholders as a political tool, especially at the local level.

5.3. RECOMMENDATIONS

1. Consolidate the decision to build a National Social Protection System expressed in a "Global Plan of Action on Social



Protection for Senegal", involving sectoral and cross-cutting policies: Health, Education, Social Care, Housing, Agriculture, Employment, Culture, Childhood, among others;

2. Ensure the implementation of the guidelines on decentralization, integration among different sectors, inter-institutional coordination, and social and community participation, which shall guide daily practices in the government agencies, at all levels;
3. Reinforce the idea of building a National Social Protection Network, combining and integrating priority policies and programs, with a measurable, consistent and coherent social impact responding to the basic needs of the population – in particular the poorest. Few programs, but with greater quality and coverage;
4. Ensure the implementation of the tasks entrusted to the Interministerial Committee on Social Protection, taking the technical/political responsibility for the adoption and implementation of the Global Plan of Action on Social Protection. Provide the Committee with an internal organization system for operating the thematic working groups, in order to deepen the reflection on the concept, strategies, finance, management, participation and the relationship among the different government levels regarding the implementation of Senegal' Social Protection System;
5. Operationalizing the Interministerial Cooperation Protocols, including with the different government spheres, outlining the responsibilities, goals, strategies, information systems, communication and evaluation;
6. A System of Social Protection in a country does not constitute itself as part of one Ministry or one specific public infrastructure. The System involves various ministries as well as sectoral and cross-cutting bodies. Besides, it regulates, organizes, coordinates and implements based on clear objectives to ensure the delivery of public services to the country's people. And the most interactive and articulated the system is, the better will be the results in the short term;



7. Adoption by DGPSN of an Annual Strategic Planning, taking into account its internal and external assignments, and involving governmental actors throughout the process. An organizational analysis is very important for estimating physical, logistical and human resources, which should be consistent with DGPSN's mission, while being rational, simple and integrated;
8. Information, evaluation and monitoring systems are an integral of every public policy. Senegal has in place central structures, such as INI and ANSD as well as specific sectors that can build an integrated network, constantly updated. These activities should be operationalized simultaneously to the planning and implementation of policies and programs;
9. Develop and implement a National Single Registry of Senegalese families, as an instrument of public policy management. This instrument should not constitute part of a single program, but rather be available to all the initiatives reliant on a database which includes socioeconomic and cultural data, in accordance with established and formal criteria. The Registry should guide policy, technical and operational decisions;
10. Implement a Strategic Communication Plan, with actions to mobilize society towards building and sustaining Senegal's Social protection system, ensuring credibility and engagement of different government and administration sectors and levels;
11. Organizing an International Seminar on Social Protection, mobilizing countries and partners to discuss and deepen the theme, the design, the challenges and possibilities to make Senegal a reference country in social justice and the fight against hunger and poverty;
12. Considering DGPSN mandate in coordinating the PNBSF, based on intersectorality and acknowledging the complexity in its execution, it is essential to put in practice the technical and operational procedures originally envisaged:



- Manual of Program guidelines and procedures;
- Operationalize internal and external Protocols with government and other partners;
- Improve the System of Identification and Selection of beneficiaries;
- Management of information systems and payments;
- Monitoring of conditionalities related to education, health and citizenship;
- Protocol for decentralized management, involving government bodies and communities;
- Permanent Capacity-Building Programme, involving all actors in the operationalization of PNBSF;
- Program for social and family monitoring, conciliating the local demands and needs;
- Plan of Monitoring and Evaluation at all stages of the program and target areas;
- Communication Plan targeting all stakeholders, in order to legitimize the program and encourage participation;
- Plan of Intersectoral work, outlining the responsibilities of each specific sector, while guaranteeing integrated and coordinated work;
- Active functioning of the Technical Administrative Committee, keeping regular activities, including with participation of permanent members as well as monitoring based on objectives and assigned tasks, in order to guarantee successful PNBSF results.

VI. FINAL REMARKS

The current consultancy finishes recommending that in-country partners participate in the process of analysis and recognition of the recommendations made in this report. It is worth mentioning that some of these partners are part of the PNBSF inter-ministerial technical committee, and others support direct international cooperation initiatives, and thus can also contribute to improve the social protection system as a whole.

Additionally, some commitments have been made during this consultancy, with concrete possibilities to meet the demands raised by ministries and technical teams, such as technical visits to Brazil, exchange of experiences in specific social programs, video conferencing, translation of technical documents into French, including others.



Moreover, the consultant received an invitation from DGPSN to coordinate a workshop to be held with the PNBSF Inter-Ministerial Technical Committee, scheduled for the end of the first semester of 2014.

Finally, as described in the recommendations and accepted by both the First Minister Aminata Toure as well as the DGPSN, a consultation process with potential partners is ongoing regarding the realization of an International Seminar on Social Protection and Development, to be held in Dakar, Senegal, possibly in 2014.

Beyond formally undertaking a consultancy activity resulting from a cooperation between Brazil and Senegal, the experience in Dakar showed a remarkable and admirable local receptivity, commitment and interest of all stakeholders involved, towards ensuring a successful journey and effective results for the life of the Senegalese, a warm and exultant people full of hope.

Pode ser TERANGA!

31 May 2014

Márcia Helena Carvalho Lopes



7. ANNEXES: Developed activities

TABLE 1 – Developed activities period 1 - 22/11/2013 to 06/12/2013			
Date	Venue	Activity	Participants
22/11/2013	FAO Office	Debriefing meeting	- Vincent Martin - Cheikn Gueye - Márcia Lopes
22/11/2013	Embassy of Brazil	Presentation of consultancy activities	- João Carlos Moregola - Marco Sparano - Márcia Lopes
22/11/2013	DGPSN	Debriefing meeting	- Malick Gningue and team. - Márcia Lopes
22/11/2013	FAO Office	Definition of agenda and programme in Dakar	- Vincent Martin - Márcia Lopes
25/11/2013	Pikine Area	Participate in the visit to the community and provide a speech at the ceremony, announcing the first PNBSF payment in Senegal	- Program Coordination - Local leaders - religious leaders - local administrator - program beneficiaries - Community - Márcia Lopes
25/11/2013	FAO Office	Seminar on Agriculture, Resilience and Social Protection for a better food security.	- Vincent Martin (coord.) - FAO team - UN agencies - stakeholders - Márcia Lopes (total 30 people)



26/11/2013	DGPSN	Meeting with the coordination team of the DGPSN to present the PNBSF, addressing challenges and needs; relationship with the Brazilian experience – Cadastro Unico and Programme Management.	- Malick Gningue (coord.) and team - Advisors - Márcia Lopes
26/11/2013	Embassy of Brazil	Meeting/lunch about the country reality and working demands for the Embassy.	- João Carlos Moregola - Marco Sparano - Márcia Lopes
26/11/2013	Embassy of Brazil	Meeting on PAA Africa/Senegal.	- Sidy Mactar - Marco Sparano - Márcia Lopes
26/11/2013	FAO Office	Reading official documents	- Márcia Lopes
27/11/2013	FAO Office	Meeting with former FAOR Senegal.	- José Luiz Fernandez - Márcia Lopes
27/11/2014	FAO Office	Meeting with UNICEF/Senegal about childhood policies in the country	- Giovana Barberis - Márcia Lopes
27/11/2013	FAO Office	Meeting for activities evaluation and agenda updates	- Vincent Martin- FAO - Márcia Lopes
27/11/2013	FAO Office	Presentation of FAO owrk in the country, PAA Africa actions, in the context of agriculture in Senegal.	- Abdoulaye Thiam - Márcia Lopes
27/11/2014	CLM- Dakar	Visit to the Centre de Lutte contre la Malnutrition (CLM).	- AbdoulayeKa – director - CLM team - Abdoulaye Thiam- FAO - Márcia Lopes
28/11/2013	Ministry of Woman, Childhood and Enterpreneurship	Meeting for experience sharing.	- M. Ousmane Ka – director - Ministry team - Abdoulaye Thiam -FAO - Márcia Lopes



28/11/2013	UNICEF	Visit and meeting to integrate with social programmes.	<ul style="list-style-type: none"> - Geovana Barberis - Mariana - Márcia Lopes
29/11/2013	FAO Office	Meeting on the integration of FAO activities with Senegal's government policies	<ul style="list-style-type: none"> - Vincent Martin - Márcia Lopes
29/11/2013	Ministry of Woman - Cabinet	Audience with the Minister Anta Sarr on the programmes under her mandate, their articulation with PNBSF as well as the Brazilian experience.	<ul style="list-style-type: none"> - Ministra - central team - Abdoulaye Thiam - Márcia Lopes
29/11/2013	UNDP	Audience with the UNDP Coordinator on the integration among the UN international organizations and Government bodies. Presentation of the Brazilian experience.	<ul style="list-style-type: none"> - Bintou Djibo - Abdoulaye Thiam - Márcia Lopes
29/11/2013	UNICEF	Meeting with the technical team on the articulation of UNICEF with PNBSF	<ul style="list-style-type: none"> - Mariana - Assata Fall - Márcia Lopes
02/12/2013	Presidential Palace	Audience with President Macky Sall to present the Brazil/FAO/Senegal cooperation, developed activities and perspectives.	<ul style="list-style-type: none"> - Pres. Macky Sall - Advisors - M. Cheikh Gueye - Abdoulaye Thiam - Min. João Carlos - Marco Sparano - Márcia Lopes
02/12/2013	FAO Office	Reading official documents	<ul style="list-style-type: none"> - Márcia Lopes
02/12/2013	Commission on Food Security	Visit and presentation of activities of the Commissariat on Food Security, relationship with PAA Africa, PNBSF, School Feeding and others.	<ul style="list-style-type: none"> - Mr. Abadif - working team - Abdoulaye Thiam - Márcia Lopes
03/12/2013	DGPSN	Meetings with several members of PNBSF to detail the functioning of the program, challenges, integration with Health, Education, Woman and other sectors. Analysis of addressed issues, technical guidance and recommendations.	<ul style="list-style-type: none"> - Malick Gningue - Amadou Diop - Equipe técnica - Márcia Lopes



03/12/2013	DGPSN	Meeting with the DGPSN and team to report first impressions on the PNBSF work, with positive aspects and challenges.	<ul style="list-style-type: none"> - Mme Diop Safiatou Ba - Pap Ibrahim Faye - Amadou Diop - Malick Gningue - Márcia Lopes
03/12/2013	National Solidarity Fund	Meeting in the National Solidarity Fund in order to know and understand the relationship with other PNBSF actions.	<ul style="list-style-type: none"> - coordination team - Abdoulaye Thiam - Márcia Lopes
03/12/2013	FAO Office	Evaluation meeting of the consultancy activities, results, perspectives and requests presented by the interviewed institutions.	<ul style="list-style-type: none"> - M. Cheikn Gueye - Abdoulaye Thiam - Sidy Mactar - Márcia Lopes
04/12/2013	DGPSN	Meeting with PNBSF technical experts to deepen dialogue on themes and strategies in the execution of the programme: selection criteria, conditionalities, family monitoring, relationship with PAA Africa, registration, etc.	<ul style="list-style-type: none"> - PNBSF coordination team - Márcia Lopes
04/12/2013	DGPSN	Meeting with Malick Gning on the process of registration of beneficiary families – urban and rural areas.	<ul style="list-style-type: none"> - Malick Gningue - IT coordinator - Márcia Lopes
04/12/2013	FAO Office	Meeting on the PAA Africa/Senegal experience, results and challenges, seeking a coordination with other programmes like the PNBSF	<ul style="list-style-type: none"> - M. Cheikn Gueye - Abdoulaye Thiam - Sidy Mactar - Márcia Lopes
04/12/2013	Bambilor Rural Community	Participation and speech at the first payment ceremony to the PNBSF families in rural community.	<ul style="list-style-type: none"> - Malick Gningue - Advisors - Community President - local administrator - religious leaders - Families - Representatives from other Gov. institutions - Márcia Lopes



04/12/2013	Agence De l'Informatique de l'Etat (ADIE)	Meeting at the ADIES, linked to the Presidency of the Republic, to provide support to all Government Information Systems. Analysis of the integration between PNBSF and single registry system.	- Director of ADIE - technical team - Abdoulaye Thiam - Márcia Lopes
05/12/2013	FAO and DGPSN-PNBSF	Reading official documents and reflection about the context in order to improve PNBSF and intersectoriality	- Márcia Lopes
06/12/2013	FAO Office	Interview to the city news.	- Márcia Lopes
06/12/2013	FAO Office	Experience exchange on local governance	- Sra Geraldine
06/12/2013	DGPSN	Evaluation meeting on developed activities and revision of requests, challenges and goals for the PNBSF and its integration with related policies: Health, Education, Agriculture and Social Assistance.	- Pape Malick Gningue - Advisors - Márcia Lopes
06/12/2013	FAO Office	Meeting about complementary areas pertinent to this consultancy and next steps.	- Sidy Macytar - Abdoulaye Thiam - Márcia Lopes



Table 2 – Developed activities period 2 - 19/02/2014 to 10/03/2014

Date	Venue	Activity	Participants
18/02/2014	Hotel King Fahad Palace	Ceremony and dinner at the Regional Seminar on school feeding	<ul style="list-style-type: none"> - Ministries of Education from various countries. - Advisors, authorities, academy, technical experts, UN agencies. - WFP Centre of Excellence (CoE) - Ambassador Maria Elisa de Luna - Márcia Lopes
19/02/2014	Ministry of Woman, Childhood and Entrepreneurship	Meeting with direct advisor of the Minister and team on the articulated action with PNBSF	<ul style="list-style-type: none"> - Mr. Abdoulaye Noba, - MS Ingborg -Mr. Daniel Balaban - Ambassador Maria Elisa de Luna - Marco Sparano - Abdoulaye Thiam - Márcia Lopes
19/02/2014	Hotel King Fahad Palace	Meeting with the Minister of Education from Cabo Verde and Daniel Balaban (WFP CoE) to integrate social programmes and the Brazilian experience	<ul style="list-style-type: none"> - Minister Fernanda - Daniel Balaban - Márcia Lopes
19/02/2014	Hotel King Fahad Palace	Meeting with representatives of Education from mali, on the Brazilian experience and integration with programs.	<ul style="list-style-type: none"> - Rep. Mali - Daniel Balaban - Márcia Lopes



19/02/2014	Ministry of Agriculture	Audience with the Secretary General of the Ministry of Agriculture, on the integration among different social programs.	<ul style="list-style-type: none"> - Dr Name Ndiobo Diene - Maria Elisa de Luna - Marco Sparano - Vincent Martin e Abdoulaye Thiam (FAO) -Mrs. Ingborg (PAM) - Daniel Balaban - Igor - Márcia Lopes
19/02/2014	Cabinet of Prime Minister	Audience with the Prime Minister Aminata Toure on Cooperation Brazil-Africa	<ul style="list-style-type: none"> - Ministra Aminata Tourê - Emb Maria Elisa e sec Marco - Vincent Martin-FAO - Mrs. Ingborg- WFP -Sidy Mactar - Márcia Lopes
20/02/2014	Thiés- Fandene and Tassete regions	Field visit to know the family farming, food donation, school feeding, PNBSF in the schools and community	<ul style="list-style-type: none"> - Mrs. Ingborg Breuer - Adriana, Igor and teams - Márcia Lopes
21/02/2014	FAO Office	Meeting to deepen dialogue on PAA Africa, consolidation and perspectives for government recognition, intersectoral work and relation with communities.	<ul style="list-style-type: none"> - Mr. Gueye -Thiam -Márcia Lopes
23/02/2014	Embassy of Brazil	Reading documents, reviewing agenda.	<ul style="list-style-type: none"> - Márcia Lopes
24/02/2014	DGPSN	Updating activities, reviewing agenda and experience of PNBSF.	<ul style="list-style-type: none"> - Mrs Diop Safiatou Bá - Team - Márcia Lopes
24/02/2014	DGPSN	Meeting to deepen dialogue on: food security systems, integration among programs, structures and functioning.	<ul style="list-style-type: none"> - Sidy Mactar - Márcia Lopes



25/02/2014	DGPSN	Discussion on the implementation of the PNBSF, results, pending actions and challenges.	<ul style="list-style-type: none"> - Mr Amadou Canar Diop - Marrie Pierre - Loli Diouf - Márcia Lopes
25/02/2014	Ministry of Woman, Childhood and Entrepreneurship	Exchange of experiences, reflections about the Senegalese context, integration of policies, working methodology with families.	<ul style="list-style-type: none"> - MinisterAntaa Saar - Loli Diouf - Márcia Lopes
26/02/2014	DGPSN	Audience with Mr. Atou FAYE about the PNBSF context, processes and outcomes.	<ul style="list-style-type: none"> - Atou FAYE - Abdoulaye Thiam - Márcia Lopes
26/02/2014	National Council for Food Security.	Meeting with CONSEA Executive Secretary	<ul style="list-style-type: none"> - Mr Mohamed Camara - Abdoulaye Thiam - Márcia Lopes
27/02/2014	Conseil National de Concertation et des Coopération des Ruraux (CNCR)	Meeting for exchange of experiences and perspectives for joint work in the Family Farming sector.	<ul style="list-style-type: none"> - Mr Amadou Diop - Racky Binetou Athú- Baba Ngom - Ousmane Ndiaye - Abdoulaye Thiam - Márcia Lopes
27/02/2014	NGO HKI- Helen Keller Internacional	Meeting for experience sharing, partnerships with Government on PNBSF, food and aviculture sectors, and community projects.	<ul style="list-style-type: none"> - Moustapha Gueye e equipe. - Abdoulaye Thiam - Márcia Lopes
27/02/2014	DPSN	Activities of following up and information updates on PNBSF.	<ul style="list-style-type: none"> - Amadou Diop - Loli Diouf - Márcia Lopes
27/02/2014	FAO Office	Activities implementation and evaluation of agenda.	<ul style="list-style-type: none"> - Vincent Martin



		Analysis and reflections about the consultancy. FAO: political role and PAA Africa/ Senegal.	-Abdoulaye Thiam -Márcia Lopes
28/02/2014	DGPSN	Meeting with Malick Gning about ongoing activities	- Pape Malick Gningue - Márcia Lopes
28/02/2014	DGPSN	Meeting with Atou FAYE about the PNBSF interministerial committee, program structure, outcomes, and registration system	- Atou FAYE - Márcia Lopes
28/02/2014	Embassy of Brazil	Brazil-Senegal partnership Closure Ceremony concerning the lending of Personal Digital Assistant (PDA) phones to carry out the country census. Transfer to Ivory Coast.	- Amb. Maria Elisa and team - authorities of Ministry of Planning - ANSD Director - Ivory Coast invitees - Márcia Lopes
02/03/2014	Radison Hotel	Meeting with World Bank team to integrate activities in partnerships with PNBSF	- Mrs Aline - Thomas -Márcia Lopes
03/03/2014	DGPSN	Meetings with Amadou Diop, Marrie Pierre, Loli Diop about the agenda, project for planning and capacity-building of technical teams on the ground and committees.	- PNBSF team - Márcia Lopes
04/03/2014	DGPSN	Meeting with Malick and Amadou, about several aspects of the PNBSF - selection of families, registration, conditionalities, participation of other ministries, payments, guidelines, interministerial committee.	-Pape Malick Gningue - Amadou - Márcia Lopes
04/03/2014	ANSD	Meeting and analysis of the integration between social policies and current census.	- Director Mamadou Mbengue -Macoemba Diouf and team - Abdoulaye Thiam - Márcia Lopes



05/03/2014	FAO Office	Updating agenda, technical report, readings.	- Abdoulaye Thiam - Márcia Lopes
05/03/2014	DGPSN	Meeting with Pape Malick Gning about the Interministerial committee, monitoring of beneficiary families, integration among different levels, participation of families and communities, challenges, seminar of social protection, next steps.	- Malick Gningue - Márcia Lopes
05/03/2014	UNICEF	Meeting with the team on the integration with PNBSF, evaluation, perspectives, registration, policy for childhood, events to celebrate the 25 years of the convention.	- Geovana Barberis - Mariana - Márcia Lopes
05/03/2014	Ministry of Fisheries	Meeting to know the programmes and eventual partnerships with PNBSF and PAA Africa.	- Chief of Cabinet - Malick FAYE - Abdoulaye Thiam - Márcia Lopes
06/03/2014	Hotel Pullman Teranga Dakar	Participation in the meeting of the PNBSF interministerial committee, under the coordination of the general secretary of the DGPSN.	- committee members - World Bank and others - Márcia Lopes
06/03/2014	Dakar's Mayor	Meeting with Dakar's Mayor, presentation of work and cooperation with Brazil, importance of integration between central and decentralized administrative levels and integration among programs.	- Dakar's Mayor Khalifa Sall and team - EAmbassador Maria Elisa - Márcia Lopes
06/03/2014	FAO Office	Meeting FAO and World Bank	- Vincent Martin and Abdoulaye Thiam (FAO) - Aline (World Bank) - Márcia Lopes
07/03/2014	Ministry of Health	Meeting at the Department of Social Action to know and	- Coumba Wade



		link different actions with the other programs being implemented at the central level, like the PNBSF.	<ul style="list-style-type: none"> - Massadou Lamine - Cher Nhdoy - Abdoulaye Thiam - Márcia Lopes
07/03/2014	Secretariat of Health	Meeting with the Division of Social Development to know the local actions related to the programmes at the central level (PNBSF, PAA Africa and School Feeding)	<ul style="list-style-type: none"> - Secretary of Health - Head of Division and team. - Abdoulaye Thiam - Márcia Lopes
07/03/2014	FAO Office	Wrap-up meeting, evaluation of activities and proposition of new joint tasks.	<ul style="list-style-type: none"> - Rep. Mr. Vincent Martin - Márcia Lopes
07/03/2014	Cabinet of Prime Minister	Wrap-up meeting in conclusion of this assignment, presenting to the Minister Aminata Toure the recommendations and possibilities of success of the Senegalese Government in the social sector.	<ul style="list-style-type: none"> - Coordinator Social Protection Malick Gningue - Márcia Lopes