

Country Name	The Project for Promotion of Artisanal Activities through One Village One Product Programme (Project de Promotion de l'Artisanat a Travers le Programme Un Village Un Product)
Republic of Senegal	

I. Project Outline

Background	<p>In Senegal, 57% of the population, especially in rural areas, was living in poverty. From the aspect of poverty reduction, expansion of employment in a non-agriculture sector was essential since agriculture production was affected by weather. In particular, the handicraft industry, including agro-processing, has been prioritized in socioeconomic development in the country. On the other hand, regions of Fatick and Kaolack faced challenges such as underutilization of abundant local resources due to underdeveloped agro-processing techniques, lack of know-how to develop value-added products based on consumers' needs, insufficient budget and system for implementation of trainings for handicraft producers, and difficulties to development distribution channels with limited size of local markets. As a result, the income of handicraft producers was relatively low, and the limited development of local industry brought about insufficient employment creation and growing migration from rural areas to urban areas.</p>												
Objectives of the Project	<p>Through establishment of the OVOP National and Regional Committees, development of the OVOP Operation Guideline and delivery of trainings for OVOP groups, the project aimed at developing a model of OVOP approach for promotion of income generation activities using local resources by local producers, and thereby contributing to increase in incomes of the OVOP groups by utilizing local resources.</p> <ol style="list-style-type: none"> Overall Goal: The income of OVOP producers that utilize local resources increase through OVOP campaign. Project Purpose: The OVOP model promotes income generation activities of OVOP producers utilizing local resources and it works 												
Activities of the Project	<ol style="list-style-type: none"> Project Site: Fatick and Kaolack regions Main Activities: 1) Establishment of the OVOP National and Regional Committees, 2) Development of the OVOP Operation Guideline, 3) Trainings for OVOP groups, and so on. Inputs (to carry out above activities) <table border="0"> <tr> <td>Japanese Side</td> <td>Senegalese Side</td> </tr> <tr> <td>1) Experts: 8 persons</td> <td>1. Staff Allocated: 7 persons</td> </tr> <tr> <td>2) Trainees Received: 2 persons</td> <td>2. Land and facilities: project offices in the Direction of Craft Industry, Fatick region, and Kaolack region</td> </tr> <tr> <td>3) Equipment: PC, projector, printer/photo copier, camera, etc.</td> <td>3. Local expenses: costs for vehicles, fuel and consumables, utility costs for the project offices,</td> </tr> <tr> <td>4) Local expenses: cost for project activities</td> <td></td> </tr> </table>			Japanese Side	Senegalese Side	1) Experts: 8 persons	1. Staff Allocated: 7 persons	2) Trainees Received: 2 persons	2. Land and facilities: project offices in the Direction of Craft Industry, Fatick region, and Kaolack region	3) Equipment: PC, projector, printer/photo copier, camera, etc.	3. Local expenses: costs for vehicles, fuel and consumables, utility costs for the project offices,	4) Local expenses: cost for project activities	
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Project Period	March 2011 – April 2014 (Extension: March 2013 - April 2014)	Project Cost	(ex-ante) 350 million yen (actual) 373 million yen										
Implementing Agency	Direction of Craft Industry, Ministry of Vocational Education, Learning and Handicraft Industry (Direction de l'Artisanat, Ministère de la Formation Professionnelle, de l'Apprentissage et l'Artisanat: DA)												
Cooperation Agency in Japan	Nippon Koei Co., LTD. Koei Research & Consulting Inc.												

II. Result of the Evaluation

<Special Perspectives to be Considered at the time of Ex-post Evaluation>

[Verification of achievement level of the Overall Goal]

The achievement level of the Overall Goal should have been verified by the two indicators of sales profits of OVOP products and the incomes OVOP producers and by comparison between the baseline data at the time of mid-term review and the data at the time of ex-post evaluation. However, as no baseline data at the time of mid-term review is available, verification of the achievement level of the Overall Goal was based on the data in 2014 at the time of project completion and the data in 2017, the most recent data.

[Verification of Continuation Status of the Indicators of the Project Purpose]

The Indicator 3 for the Project Purpose (Satisfaction level of the participants in the Project) was applicable to verify effectiveness of the OVOP model but is not applicable to verify continuation of the project effects after the project completion. Therefore, it is omitted to collect data for the indicator 3 for the Project Purpose at the time of ex-post evaluation.

1 Relevance

<Consistency with the Development Policy of Senegal at the Time of Ex-Ante Evaluation and Project Completion>

The project was consistent with Senegal's development policies prioritizing promotion of the handicraft sector, such as the "Development Policy Paper of Craft Industry Sector" (2006), the "Poverty Reduction Strategy Paper (DRSP)" (2006-2010), and "National Strategy for Economic and Social Development (SIDES)" (2013-2017).

<Consistency with the Development Needs of Senegal at the Time of Ex-Ante Evaluation and Project Completion >

The project was consistent with Senegal's development needs to increase income generation opportunities using local resources in the

regions of Fatick and Kaolack through promotion of handicraft industries, including agro-processing.

<Consistency with Japan’s ODA Policy at the Time of Ex-Ante Evaluation>

The project was consisted with Japan’s ODA Policy for Senegal¹ prioritizing “establishment of base for sustainable economic growth” as one of the two priority areas, including promotion of local industries.

<Evaluation Result>

In light of the above, the relevance of the project is high.

2 Effectiveness/Impact

<Status of Achievement of the Project Purpose at the time of Project Completion>

The Project Purpose was achieved by the time of project completion. 70 OVOP groups in total were approved and supported by the project (Indicator 1). Through a variety of business trainings provided by the project, the OVOP groups improved their business activities (Indicator 2). The Excellent OVOP groups in the second cycle interviewed, all of them were satisfied with their participation in the project (Indicator 3). The growth rates of the amount of production in either the first cycle or the second cycle exceeded the target value of a 10% increase (Indicator 4). The cycle of OVOP campaign had been annually implemented in the target regions during the project (Indicator 5).

<Continuation Status of Project Effects at the time of Ex-post Evaluation>

The project effects have been continued since the project completion. All the 30 OVOP producers in the second cycle of the project activities have continued their activities even after the end of the project and 5 OVOP groups were newly organized and started their activities in both Fatick and Kaolack regions. The further selection of 10 new OVOP groups has already been started in the target regions by DA because its budget was officially approved. The OVOP groups, which received business trainings during the project, have continuously improved their activities such as expansion of their market, development of new buyers, and expansion of their production. The number of OVOP products produced by the OVOP groups in Fatick region had gradually decreased for the period from 2014 to 2018. On the other hand, in Kaolack region, the number of products has been invariably shooting up with the acquisition of the Authorization of Manufacture and Sales (Autorisation de Fabrication et de mise en Vente: FRA)², and sales of better quality and packaged products to local markets. The OVOP campaign has been launched in Fatick and Kaolack regions for an expansion of the OVOP activities and a selection process of OVOP groups was taken for the period from 2014 to 2016, and also contributed to the increase in the sales of their products.

The Boutique OVOP opened by the project in Dakar has remained open even after the project. However, as the OVOP groups have found that it has no longer had its reputation or its former appeal, the OVOP products have been less purchased at the OVOP Boutique.

<Status of Achievement for Overall Goal at the time of Ex-post Evaluation>

The Overall Goal has been partially achieved at the time of ex-post evaluation. For the period from 2014 to 2017, the sales profit of OVOP products increased by 147% in Kaolack Region but considerably decreased by 70% in Fatick Region (indicator 1). Also, the average income of the OVOP producers showed the same trend (Indicator 2). It increased by 158% in Kaolack Region while decreasing by 75% in Fatick Region. In Fatick Region, the production activities by the OVOP groups were adversely affected by Ebola epidemic in Guinea and impacts by climate change as well as competition against a large scale producer though the situation has been improved by the countermeasures against Ebola taken by the Health Authorities. Also, DA is planning to discuss with the competing company for possible collaboration.

<Other Impacts at the time of Ex-post Evaluation>

Some positive impacts of the project were observed at the time of ex-post evaluation. Most of the OVOP groups selected by the survey for the ex-post evaluation were mainly consisted of women with 80-90% of the group members. The women reported that the project helped women to develop themselves from mental, social and financial perspectives.

Furthermore, through a wide range of business trainings and empowerment in technical areas, the OVOP groups have set up their marketing strategies enabling them to expand their customer base to overseas countries such as the Gambia, France, Italy, Morocco, Switzerland, Germany, etc. Some of them have utilized their networks through families based in other countries and have played on people’s different interests at fairs in order to promote their products.

<Evaluation Result>

Therefore, the effectiveness/impact of the project is high.

Achievement of Project Purpose and Overall Goal

Aim	Indicators	Results					
(Project Purpose) The OVOP model promotes income generation activities of OVOP producers utilizing local resources and it works	1. More than 30 number of groups are approved and supported as OVOP groups (OVOP and Excellent OVOP groups).	Status of the Achievement: Achieved (continued) (Project Completion) • In total, 70 OVOP groups were approved and supported during the project. (Ex-post Evaluation) [No. of the OVOP groups in Fatick Region]					
			2014	2015	2016	2017	2018 (as of August)
		OVOP groups continuing	15	15	15	15	15
		OVOP groups newly organized and starting their activities	5	0	5	0	10
			2014	2015	2016	2017	2018 (as of August)
		[No. of the OVOP groups in Kaolack Region]					
		2014	2015	2016	2017	2018 (as of August)	

¹ Ministry of Foreign Affairs “Japan’s ODA Data by Country” (2009)

² FRA is a food sales standard in Senegal. It is essential for OVOP groups to acquire FRA when selling their products at certain places such as the Boutique OVOP and hotels.

		<table border="1"> <tr> <td>OVOP groups continuing</td> <td>15</td> <td>14**</td> <td>14</td> <td>14</td> <td>14</td> </tr> <tr> <td>OVOP groups newly organized and starting their activities</td> <td>5</td> <td>0</td> <td>5</td> <td>0</td> <td>10</td> </tr> </table> <p>Note 1: The reasons why there was no selection in 2015 were because 1) the budget was lacked and 2) it was needed to follow up the group selected in the previous year. Note2: **In 2015, one of the OVOP groups stopped its activities because of internal issues and some management problems.</p>	OVOP groups continuing	15	14**	14	14	14	OVOP groups newly organized and starting their activities	5	0	5	0	10																
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2. OVOP groups' (OVOP and Excellent OVOP groups) business activities (production, business management, marketing/sales, and organization management/development) are improved.	Status of the Achievement: achieved (continued) (Project Completion)	<ul style="list-style-type: none"> The production amount of the 36 OVOP groups increased. The OVOP groups became able to prepare their business plans and manage their businesses based on the plans. Marketing activities including, acquisition of a sales base in Dakar with the Boutique OVOP, were conducted Awareness towards stabilization of quality of their products was gradually improved. (Ex-post Evaluation) <ul style="list-style-type: none"> Some of the OVOP producers were able to acquire additional land through the profits generated by their sales from expansion of their production. Participating in "Salon de l'Agriculture", the International Fair of Dakar (FIDAK) and the Agriculture and Animal Resources International Fair (FIARA) allowed the OVOP groups to introduce their products to a wider range of customers. 																												
3. More than 80% of OVOP groups (OVOP and Excellent OVOP groups) are satisfied with their participation in the Project.	Status of the Achievement: achieved (continued) (Project Completion)	<ul style="list-style-type: none"> The Excellent OVOP groups in the second cycle interviewed reported that they were satisfied with the workshops and expansion of their market channels through the supports provided by the project (Ex-post Evaluation) <ul style="list-style-type: none"> Not applicable 																												
4. Production amount of OVOP groups increases by 10%.	Status of the Achievement: achieved (continued) (Project Completion)	[Growth rate of the production amount among the OVOP groups] <table border="1"> <tr> <td rowspan="2">First (2011)</td> <td>Excellent OVOP</td> <td>61% (from 2011 to 2012)</td> </tr> <tr> <td></td> <td>79% (from 2012 to 2013)</td> </tr> <tr> <td rowspan="2">Second (2012)</td> <td>Excellent OVOP</td> <td>28% (from 2012 to 2013)</td> </tr> <tr> <td>OVOP</td> <td>16% (from 2012 to 2013)</td> </tr> </table> (Ex-post Evaluation) [Production Volume of the OVOP groups] (thousand CFA) <table border="1"> <thead> <tr> <th>Region</th> <th>2014</th> <th>2015</th> <th>2016</th> <th>2017</th> <th>2018 (as of August)</th> </tr> </thead> <tbody> <tr> <td>Fatick</td> <td>5,023</td> <td>4,675</td> <td>3,047</td> <td>2,450</td> <td>1,103</td> </tr> <tr> <td>Kaolack</td> <td>4,729</td> <td>7,233</td> <td>9,542</td> <td>11,245</td> <td>9,874</td> </tr> </tbody> </table>	First (2011)	Excellent OVOP	61% (from 2011 to 2012)		79% (from 2012 to 2013)	Second (2012)	Excellent OVOP	28% (from 2012 to 2013)	OVOP	16% (from 2012 to 2013)	Region	2014	2015	2016	2017	2018 (as of August)	Fatick	5,023	4,675	3,047	2,450	1,103	Kaolack	4,729	7,233	9,542	11,245	9,874
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5. The cycle of the OVOP campaign is implemented annually in each target region.	Status of the Achievement: achieved (continued) (Project Completion)	<ul style="list-style-type: none"> The OVOP campaign was implemented in both first and second cycles. (Ex-post Evaluation) <ul style="list-style-type: none"> The OVOP campaign was launched in Fatick and Kaolack regions for expansion of the OVOP activities after the project completion. 																												
(Overall Goal) The incomes of OVOP producers by utilizing local resources are increased through the OVOP campaign.	(Indicator 1) Sales profit of OVOP products increases by 10% before implementation of the project (compared to the Mid-term Review Data).	(Ex-post Evaluation) partially achieved [Sales of the OVOP producers] (million CFA) <table border="1"> <thead> <tr> <th>Region</th> <th>2014</th> <th>2015</th> <th>2016</th> <th>2017</th> <th>2018 (as of August)</th> </tr> </thead> <tbody> <tr> <td>Fatick</td> <td>15.3</td> <td>10.9</td> <td>10.3</td> <td>4.6</td> <td>2.0</td> </tr> <tr> <td>Kaolack</td> <td>13.4</td> <td>17.3</td> <td>25.3</td> <td>33.1</td> <td>33.1</td> </tr> </tbody> </table> <p>In terms of the sales of OVOP products, in Fatick Region, it has been in a downward trend since 2014 after the project completion because of external reasons such as tourism crisis wreaked by Ebola epidemic in Guinea, climate change exerting negative influence on OVOP groups producing honey, and unfair competition caused by emergence of a big moringa producer.</p>	Region	2014	2015	2016	2017	2018 (as of August)	Fatick	15.3	10.9	10.3	4.6	2.0	Kaolack	13.4	17.3	25.3	33.1	33.1										
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	(Indicator 2) Income of OVOP producers (OVOP and Excellent OVOP groups) increase by 10% before the implementation of the project (compared to the Mid-term	(Ex-post Evaluation) partially achieved [Averaged income of the OVOP producers] (Unit: million CFA) <table border="1"> <thead> <tr> <th>Region</th> <th>2014</th> <th>2015</th> <th>2016</th> <th>2017</th> <th>2018 (as of August)</th> </tr> </thead> <tbody> <tr> <td>Fatick</td> <td>7.6</td> <td>7.0</td> <td>3.1</td> <td>1.9</td> <td>0.8</td> </tr> <tr> <td>Kaolack</td> <td>4.3</td> <td>5.5</td> <td>8.2</td> <td>11.1</td> <td>10.5</td> </tr> </tbody> </table>	Region	2014	2015	2016	2017	2018 (as of August)	Fatick	7.6	7.0	3.1	1.9	0.8	Kaolack	4.3	5.5	8.2	11.1	10.5										
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Source : Terminal Evaluation Report, Project Completion Report, interview and questionnaire with the OVOP producers, the Boutique OVOP, Chamber of Craft Industry in Fatick and Kaolack regions, DA

3 Efficiency

The project cost and period exceeded the plan (ratio against the plan: 107% and 103%, respectively). The output was produced as planned. Therefore, the efficiency of the project is fair.

4 Sustainability

<Policy Aspect>

The OVOP activities introduced by the project has still been endorsed by “The Plan Senegal Emergent (2014-2018)” aiming at structural transformation of the economy through consolidation of the current drivers of growth and the development of new creators of wealth, jobs, social inclusion and to strong export capacity and investment attractions. The craft sector is a key pillar of this plan.

<Institutional Aspect>

There has not been any change in the institutional structure for the OVOP model introduced by the project. DA has taken responsibilities for dissemination of the OVOP model. 4 staff members have been assigned there, and according to a staff member of DA, the number has been sufficient because they have been capable enough to support the OVOP groups after receiving good trainings in Japan. The Chamber of Craft Industry in each region has been in charge of providing follow-up to the OVOP groups. 4 staff members have been deployed in each region, and it can be said that the number has been sufficient because a telephone conversation with the staff concerned revealed that there was no complaint for overwork. Staff reported to have good relationship with the OVOP producers that are mainly members of their own communities.

<Technical Aspect>

All of the staffs of DA and the Chambers of Craft Industry in the target regions have sustained the sufficient knowledge and skills to keep the OVOP model introduced by the project. DA have already caught the needs to improve the knowledge and skills and recognized the importance to have qualified staff members in order to continue the OVOP model. Therefore, they set an internal training system where once staffs receive any training provided by other donors, such as the United States Agency for International Development (USAID) and the French Agency of Development (Agence Française de Développement: AFD), they delivered training sessions to share the knowledge with other staffs.

According to the Direction of Craft and Trade Chambers in the target regions, the OVOP Operation Guideline developed by the project has still been utilized for public relation campaign, seminar or promotion, submission of application, selection of groups, and so on. This is because it includes a good and coherent process from the beginning to the end of the OVOP model.

According to DIC and Chamber of Craft Industry, the Monitoring and Feedback Manual has also been used still after the project completion. This is because the manual can provide pedagogical supports for trainings of targeting OVOP groups and useful advice when executing and expanding the OVOP model.

<Financial Aspect>

The budget for the OVOP activities, including dissemination of the OVOP model, has not been constantly secured. The small number of new OVOP groups selected in 2014 and 2016 was due to lack of its budget. The selected groups eventually gained access to funding in 2017 which was limited to approximately 500,000 FCFA per a group. The funding was spent on purchase of equipment and participation in the 2017 International Fair of Dakar. Therefore, there have been concerns for securing financial resources for future activities to extended the OVOP model.

<Evaluation Result>

In the light above, there has been a problem in the financial aspect. Therefore, the sustainability of the effects through the project is fair.

5 Summary of the Evaluation

The project achieved the Project Purpose and partially achieved the Overall Goal to make the OVOP model function in order to promote OVOP producers' income generation activities by utilizing local resources. As for sustainability, although there have been concerns for securing financial resources for extension of the OVOP model DA and the Chambers of Craft Industry in the target regions have sustained the sufficient staff with necessary capability to continue and disseminate the OVOP model. As for efficiency, the project period and cost slightly exceeded the plan.

Considering all of the above points, this project is evaluated to be satisfactory.

III. Recommendations & Lessons Learned

Recommendations for Implementing Agency:

DA and the Chambers of Craft Industry in the target regions are recommended to organize series of training of trainers to allow more people take advantage of OVOP trainings.

Lessons Learned for JICA:

Projects focusing on capacity building coupled with some financial support for the OVOP groups have good impacts on communities. Thus, at the project design stage, it is essential to incorporate not only components of trainings for capacity building but also components to provide necessary resources for starting up activities by the OVOP groups. In addition, certification of products and establishment of multiple market outlets to diversify from reliance on nearest tourism market are important in ensuring sustainability of the project effects by the OVOP activities. It is desirable to incorporate a project component to extend the OVOP approach to other regions and other beneficiaries in the targeted areas at the time of project design in order to maximize the project impact.



Moringa oil by Excellent OVOP Group



Art tissues by OVOP Group



A mill purchased with the support of OVOP Project