



Study on the average cost for the launch of a sustainable micro-enterprise project in three key economic sectors

Dakar, Senegal
February 2022

By Mansa Oualy



Table of contents

FOREWORD	4
List of tables	6
List of figures	6
Acronyms, Initialisms and Abbreviations	7
I. Context and scope of the mission	8
1.1 Context	8
1.2 Scope	8
II. Methodological approach	1
2.1 Guiding principles	1
2.2 Implementation methodology	1
III. Estimation of the cost of living	4
3.1 Sample profile.....	4
3.2 Cost of living	7
Estimation of the cost of living.....	9
3.3 Experience feedback	9
IV. Average cost of launching an enterprise.....	12
4.1 Presentation of the Niayes area	12
4.2 Poultry farming in the Niayes area.....	13
4.3 Market gardening in the Niayes area	18
4.4 Presentation of the region of Matam.....	25
4.5 Retail trade in Matam.....	26
4.6 Trade (Multi-service) in Matam.....	28
V. CONCLUSION.....	31
VI. ANNEXES (Not translated).....	33
7.1 Technical factsheets	33

7.2 List of contacted persons and structures 39

7.3 Collection Tools 1

FOREWORD

The studies commissioned by the ERRIN-OFII pilot action are part of a broader European discussion focusing on voluntary return and reintegration activities. They aim to respond to a lack of information on the real economic weight of a reintegration project.

In an effort to be exhaustive and tailored to the different national contexts, the studies were led by locally recruited consultants in the three target countries: Mali, Senegal, Tunisia. The selection of these three countries is the result of the on-site presence of the OFII allowing to provide technical support and to facilitate access to returning migrants' projects.

The main objective was to establish the average cost of launching a micro-enterprise in the key economic sectors most frequently chosen by returning migrants to conduct their reintegration project.

The data collection carried out initially by our consultants was revised by the main actors of each economic sector during a feedback workshop, which allowed to adjust and approve the initial investments considered necessary.

The average costs obtained, which usually include land and equipment investments and working capital requirements, may be surprisingly high compared to the European average of individual reintegration assistance.

In Mali, the average across all sectors is € 9,113 with a standard deviation of € 5,431. In Tunisia, the average across all sectors is € 8,069 with a standard deviation of € 1,773. Lastly, in Senegal, the average across all sectors is € 7,724.25 with a standard deviation of € 4,651.

By way of comparison, the European Border and Coast Guard Agency, which has seen its mandate expanded in 2019 to voluntary return and reintegration, established the European average of individual reintegration support at € 2,366 for the main beneficiary.

It is noteworthy that the studies have taken a deliberate qualitative approach to business projects, with the aim of empowering the enterprise to survive beyond its first year and to generate the necessary turnover to cover the needs of the beneficiary and his/her dependents. Initial investments may include land acquisition, as in the case of Mali, or license acquisition (Tunisia) which place a burden on the budgets.

The results of these studies point to the need for stronger action and lead to the following conclusions:

1. The reintegration assistance is only an aid and can never be used as the sole source of income and investment by a returning migrant in his country of origin.
2. There are several solutions for supplementing the capital needed to launch a micro-enterprise:
 - Personal contribution, in kind or in cash, ensures a beneficiary's commitment to his/her project and often calls for the participation of the wider family through, for example, the allocation of a plot of land. This thus accentuates the social dimension of reintegration.
 - Search for complementarity, in the field-testing phase this dynamic must be generalized in order to guarantee the action's sustainability. The convergence of several actors, national administrations of countries of return and host countries, public development aid agencies, associations and international organisations, ensures a consolidated success of the reintegration projects.

- The strengthening of the training component, which is often sidelined due to lack of funding, the creation of basic training accounting and business management tools and the access to technical training, particularly for agricultural projects, were regarded as a precondition for a successful enterprise.
3. The pre-departure orientation must inform the migrant of the capital needed to launch his/her enterprise in the chosen sector of activity. The inability to make a contribution or the unavailability of certain key investments must be identified as early as possible in order to reorient the project and manage the aspirations of the returning migrant.

Therefore, far from constituting an obstacle to reintegration or representing an ideal to be achieved, the average costs obtained by the studies bear witness to the need to strengthen field coordination in favour of returning migrants and can contribute to the future improvement of assisted voluntary return and reintegration programmes.

List of tables

Table 1: Modus operandi for the administration of the collection tools per actor	2
Table 2: Sample profile according to age	4
Table 3: Profile according to gender	4
Table 4: Profile according to region	5
Table 5: Profile according to the area	5
Table 6: Sample distribution according to the sector of activity	6
Table 7: Distribution according to the level of education	6
Table 8: Estimation of expenses by region.....	9
Table 9: Experience feedback on the internal factors.....	9
Table 10: Experience feedback on the external factors.....	10
Table 11: The main actors in the supply chain	14
Table 12: Operating equipment – poultry farming in the Niayes area	15
Table 13: Working capital – poultry farming in the Niayes area.....	16
Table 14: Forecasted Operating Account Hypothesis.....	16
Table 15: Forecasted Operating Account – poultry farming in the Niayes area.....	16
Table 16: Summary of the minimum cost – poultry farming in the Niayes area	17
Table 17: Types of market gardening farms.....	18
Table 18: Onion varieties and periods.....	19
Table 19: Initial investment – Onion in the Niayes area	20
Table 20: Working capital for 1 ha – Onion in the Niayes area.....	20
Table 21: Initial investment - Tomato in the Niayes area	22
Table 22: Working capital for 1 ha – Tomato in the Niayes area	22
Table 23: Forecasted operating account (for 1/2 ha Onion and ½ ha Tomato).....	23
Table 24: Summary of the average minimum cost (for 1/2 ha Onion and ½ Tomato)	23
Table 25: Initial investment – Retail trade in Matam.....	26
Table 26: Working capital – Retail trade in Matam.....	27
Table 27: Forecasted operating account – Retail trade in Matam.....	28
Table 28: Summary of the minimum cost – Retail trade in Matam	28
Table 29: Initial investment – Trade (Multi-service) in Matam.....	28
Table 30: Working capital – Trade (Multi-service) in Matam.....	29
Table 31: Forecasted operating account for the quarter - Trade (Multi-service) in Matam	29
Table 32: Forecasted operating account for the year - Trade (Multi-service) in Matam.....	30
Table 33: Summary of the minimum cost - Trade (Multi-service) in Matam.....	30

List of figures

Graph 1: Percentage sample distribution by age group	4
Graph 2: Percentage distribution by gender	4
Graph 3: Percentage distribution by region.....	5
Graph 4: Percentage distribution by urban or rural area.....	5
Graph 5: Percentage distribution by sectors of activity.....	6
Graph 6: Percentage distribution by level of education	6
Graph 7: Number of dependents by region	7
Graph 8: Number of dependents by urban or rural area	7
Graph 9: Type of housing by region	8
Graph 10: Type of housing by urban or rural area.....	8

Acronyms, Initialisms and Abbreviations

ACAT	Agri-Credit Assessment Tools
ARM	Market Regulation Agency
AVI-PROD	Poultry farming-Production-Distribution
AUMN	The Niayes Market gardeners Union
AVISEN	Poultry farming in Senegal
CAM	Mbao Avicultural Complex
CAMAF	The Propulsion Centre for the Modernisation of the Livestock sector
CIMEL	Return and Reintegration International Directorate
CNCAS	Crédit Caisse Nationale de Crédit Agricole (National Fund for Agricultural Development)
DIRRI	Return and Reintegration International Directorate
ERRIN	European Return and Reintegration Network
LBA	La Banque Agricole (The Agricultural Bank)
NMA	The New African Flour Mill
OFII	The French Office for Immigration and Integration
ONG	Non-governmental Organisation
PRODAS
RESOPP	Peasant and Pastoral Organisations Network of Senegal
SEDIMA	Senegalese Poultry Farming Equipment Distribution
SENAV	Senegalese Poultry farming Company
SONACOS	Senegalese National Oilseed Marketing Company

I. Context and scope of the mission

1.1 Context

ERRIN, The European Return and Reintegration Network is a joint initiative of fourteen EU member states and Schengen Area countries whose aim is to pave the way for a more harmonised European approach to reintegration. This harmonisation requires the contractualisation of reintegration operators in the country of origin and the development of initiatives or pilot actions aimed at testing other methodologies or reinforcing existing reintegration aid programmes.

It is in this context that the French Office for Immigration and Integration (OFII) has been appointed to implement the pilot action of the ERRIN programme in four countries (Cameroon, Mali, Morocco and Senegal). The OFII has four main missions:

- ✓ Reception and integration of immigrants authorized to reside permanently in France and who have therefore signed a republican integration contract with the State (and, in this framework, the organisation of language and civic training)
- ✓ Reception and asylum seekers accompaniment (in particular the management of the reserved accommodation centre and the payment of the asylum seekers' allowance)
- ✓ Return and reintegration assistance for foreigners in their country of origin
- ✓ The management of regular immigration procedures alongside or on behalf of the prefectures and the diplomatic and consular posts including the issuance of medical advice as part of the residence permit for health reasons procedure.

Despite the multiple mechanisms and initiatives aiming to support the sustainable reintegration of the candidates in their country of origin, the following points have not yet been examined by specific studies:

- the reintegration aid amounts
- the average budget necessary for the creation of a micro-enterprise allowing candidates to support themselves in a lasting way.

Indeed, the amounts granted vary from one European country to another depending on various parameters, including national migration policy, readmission agreements, the available budget, the candidate's profile, the vulnerability and eligibility criteria. This situation explains and justifies the relevance of conducting the present study, which will have the advantage of providing an additional perspective on reintegration from a financial point of view in a logic of action's sustainability.

That is the reason why the ERRIN-OFII pilot action has launched a consultation to conduct a study which will have the advantage of providing an additional perspective on reintegration from a financial point of view in a logic of action's sustainability, the subject of the present report.

1.2 Scope

The general objective of this study is to identify the average cost of launching typical micro-enterprise projects in three sectors of activity most frequently developed within the framework of reintegration aid programmes.

Specifically, the objectives to be achieved are:

- ✓ To evaluate the launch of the sustainable activity and its economic development over a year by providing candidates a source of sufficient income
- ✓ To evaluate the qualitative criteria related to the different possible candidate profiles, taking into account parameters such as family or isolated living status, family's active contribution (or not) to the project, prior training/experience (or not) in the sector of activity and to carry out a critical analysis of the estimated average amounts involved in an individual reintegration project based on internal and external factors

- ✓ To estimate the actual amounts to be invested in the creation of a micro-enterprise in three specific sectors of activity (poultry farming, market gardening and trade) taking into consideration the needs of the candidate and, where appropriate, of his/her dependants
- ✓ To estimate the cost of living for one year according to the socio-economic profile identified in advance by the OFII and ERRIN.

II. Methodological approach

2.1 Guiding principles

The implementation of the study has been guided by the principles which ensured the achievement of the mission objectives:

- ✓ An operational approach favouring the data/information collection related to the document review and the data collection from actors identified on the ground. The critical analysis of this primary information made the results as reliable as possible and directly usable and applicable. Indeed, this approach is fundamental for a better state-of-the-art knowledge and the analysis focused on relevant data/information for achieving the mission objectives.
- ✓ A participatory and inclusive approach with the mission's stakeholders which enabled them to be involved in the objectives and, at the same time, allowed the evaluation of the constraints and the assets, in order to integrate them in the analyses. This approach resulted in an attitude of listening to the stakeholders and ensured their collaboration and the update on the several omitted expectations.

These principles have enabled us to take into account the plurality of perspectives, to integrate as many entities and actors as possible and to achieve the expected results.

2.2 Implementation methodology

In order to achieve the objectives of the study, the methodology used involves four main steps:

1. Preparation of the mission
2. Data/information collection
3. Collected data processing/analysis and preparation of the interim report
4. Sharing/validating and finalizing the report.

Step 1: Preparation

The preparatory phase consists initially in the collection of all the available and relevant documentation for the study. With the processing of the first available information, a framing of the mission with the OFII helped to better understand the mission and to design the collection tools.

The framing of the mission with the representation of the OFII in Dakar and in a video conference with the DIRRI in Paris (Return and Reintegration International Directorate) seeks to reach agreement and validate the understanding of the expected results of the study. It is recognized that the OFII operators will be involved in the present study.

Following the framing with the OFII and the document review, a methodological note is produced and validated.

Three types of tools have been designed for the data collection and have been used as a support for the collection of quantitative and qualitative data in line with the objectives and the expected results of the study.

- i. A questionnaire for the collection of data from a sample of returning migrants who have already received the OFII support
- ii. A semi-structured interview guide for the collection of information from institutional and local actors
- iii. A guide to collection with the institutional actors.

This methodological note was then shared with the three (3) reintegration operators through a working session that allowed the collection of their observations for an optimisation of the mission.

Step 2: Data/information collection

a) Modus operandi

This step concerns the study operationalization through a field mission for the collection of quantitative and qualitative data. It is mainly a matter of administering/asking questions on the designed collection media to the identified actors.

The following table delineates the modus operandi for the administration of the collection tools by the actors concerned.

KEY INFORMATION/TOPICS TO BE ADDRESSED	SOURCE/TARGET	COLLECTION METHOD
Evaluation of the launch of the sustainable activity and its economic development over a one-year period while ensuring that candidates have a sufficient source of income	<ul style="list-style-type: none"> ✓Actors of the activity ✓Professional organisations and State structures linked to the three (3) sectors of activity targeted in the study 	<ul style="list-style-type: none"> ✓Semi-structured interview ✓Focus group
Evaluation of the qualitative criteria related to the different possible candidate profiles, considering several parameters and a critical analysis of the estimated average amounts involved in an individual reintegration project based on internal and external factors	<ul style="list-style-type: none"> ✓Support structures for returning migrants ✓Reintegration OFII operators 	✓Semi-structured interview
	<ul style="list-style-type: none"> ✓Returning migrants 	✓Questionnaire
Estimation of the actual amounts to be invested for the creation of a micro-enterprise	<ul style="list-style-type: none"> ✓Document review 	✓Document review
Estimation of the cost of living for one year according to the socio-economic profile	<ul style="list-style-type: none"> ✓Returning migrants 	✓Questionnaire

Table 1: Modus operandi for the administration of the collection tools per actor

b) Methodological clarifications

- ✓The survey sample size proposal: Up to 50 in each of the three (3) regions: Dakar, Thiès and Matam.
- ✓Poultry farming and market gardening concerned the regions of Dakar and Thiès, whereas trade concerned the region of Matam.
- ✓Each of the three (3) regions called on an interviewer.
- ✓Interviewers training: This ½ day training allowed interviewers to become more familiar with the content of the data collection media. This training was an opportunity to harmonise the data collection method and, more importantly, to exchange on the collection protocol in order to identify the rules of conduct to be followed and draw attention to behaviours that could inflict serious damage on the data collection mission.
- ✓As regards market gardening (Thiès and Dakar), the study focused on the 2 main commodities of the Niayes area: onion and tomato.
- ✓As regards trade (Matam), the focus has been on the retail trade and the multi-service centre.
- ✓The cost of living has been categorized by region (Dakar, Thiès, Matam).

- ✓ The stratified random sampling method was used. The target population was stratified into three (3) groups representing the three (3) regions concerned.
- ✓ A three-stage sampling design was applied:
 - First stage: It concerned the random selection of localities (regions) from each stratum considered.
 - Second stage: the aim was to draw the returning migrants according to the three (3) priority sectors of activity (poultry farming, agriculture and trade) and to supplement, where necessary, with other sectors of activity.
 - Third stage: which enabled the categorization of rural and urban areas.
- ✓ A total of 92 returning migrants were surveyed, as shown by the database of the three (3) reintegration operators, OFII partners in Senegal.
- ✓ For the onion and the tomato, it was used the ACAT tool (Agri-Credit Assessment Tools) developed by Terrafina Microfinance which has the advantage of:
 - clearly identify production input requirements and production costs
 - accurately identify the potential income per hectare
 - identify in advance the size of the farms.

ACAT is used by microfinance institutions (MFIs) to characterize the economic performance of a crop (on a per hectare basis). Its importance lies in the fact that MFI loan officers usually do not have sufficient knowledge on agricultural activities.

ACAT helps MFIs to better understand the seasonal needs of farmers as well as to better assess the risk of the loan.

It helps to estimate the expected loan amount needed to finance inputs and other costs, as well as the expected income from agricultural activities (using estimated crop yields). Based on the cash flow, MFIs can determine the ideal loan size for a particular farmer based on his crops and whether the client can repay the loan from the investment.

Step 3: Collected data/information processing/analysis and preparation of the interim report

After the field mission, the collected data and information have been processed and analysed as follows:

- The questionnaires were processed using the Sphinx software.
- The qualitative information and data collected during the interviews were analysed according to the main findings of the interviews. We have formalized these findings, which stem only from facts, data, interpretations and analyses. In addition, we have carried out a systematic review of these findings in order to confirm them.
- The content analysis method, which is a technique of census data processing, classification and quantification of key ideas. In other words, it was a question of establishing a thematic classification of the main ideas, the frequency count leading to a trend analysis and the search of links by intersecting the elements.

Step 4: Sharing/validating and finalizing the report

Collected information/data processing/analysis was sanctioned by an interim report which was the subject of an experience-sharing workshop. The observations and the suggestions have been incorporated in the final report.

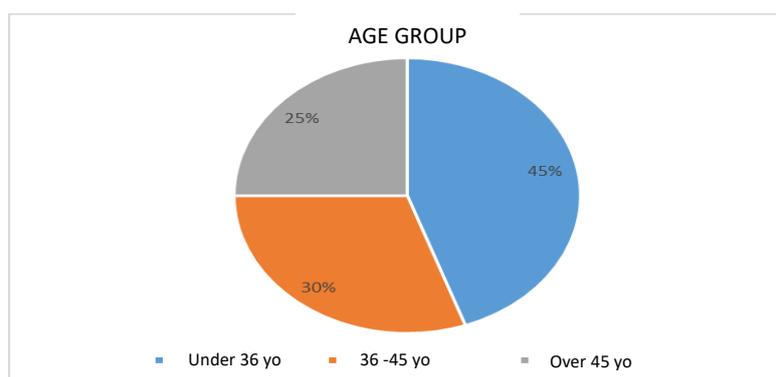
III. Estimation of the cost of living

3.1 Sample profile

Age group

Age group	Number
Under 36 yo	41
36-45 yo	28
Over 45 yo	23
TOTAL	92

Table 2: Sample profile according to age



Graph 1: Percentage sample distribution by age group

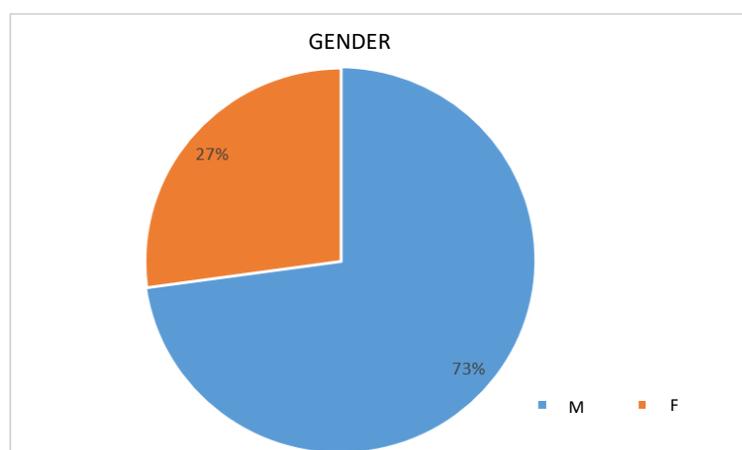
The study sample consists of 92 returning migrants who have benefited from the OFII reintegration assistance, **30% of whom are between 36 and 45 years old and 45% are under 36 years old.** This distribution is in the same order of magnitude as that of the IOM study (Migration in Senegal, National profile 2018) where 55% of the returning migrants are in the 18-25 age group and 35% in the 26-34 age group.

In fact, the search for a job is one of the main factors that explain the high propensity of Senegalese to migrate abroad, especially the strong desire of young people to leave at all costs.

Gender

Gender	Number
Male	67
Female	25
TOTAL	92

Table 3: Profile according to gender



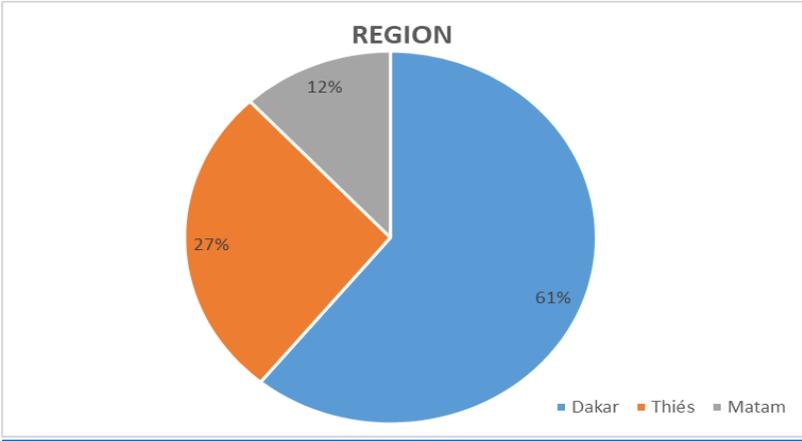
Graph 2: Percentage distribution by gender

Most of the respondents are **men (73%)**. The same finding emerges in the IOM study (Migration in Senegal, National profile 2018) where for 2017, out of a total of 3,023 returning migrants assisted by IOM, the majority are men (97%) and only 3% are women.

Region

Region	Number
Dakar	56
Thiès	25
Matam	11
TOTAL	92

Table 4: Profile according to region



Graph 3: Percentage distribution by region

More than half (61%) of the respondents come from the Dakar region, followed by Thiès (27%) and Matam (12%).

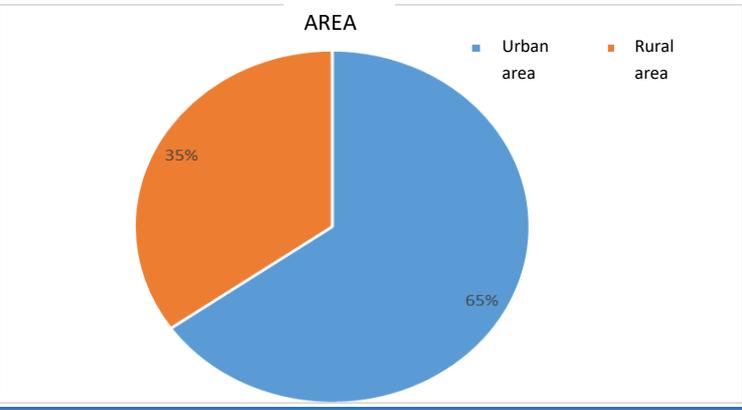
This preponderance of the Dakar region can be justified by the unequal distribution of the population in the national territory, resulting in a considerable demographic imbalance between the interior regions and the capital. With only 0.3% of the country’s area, the Dakar region is home to almost one-quarter of the Senegal’s population (23.2 %).

On the other hand, the attractiveness of the Thiès region is largely due to its proximity to Dakar. This region is increasingly seen as a «periphery» of the Senegal’s capital, thereby helping decongest its area, particularly thanks to the development of the road network (toll motorway). Thus, most of the region’s working population commutes to Dakar for work and return home in the evening on a daily basis.

Area (urban - rural)

Area	Number
Urban area	60
Rural area	32
TOTAL	92

Table 5: Profile according to the area



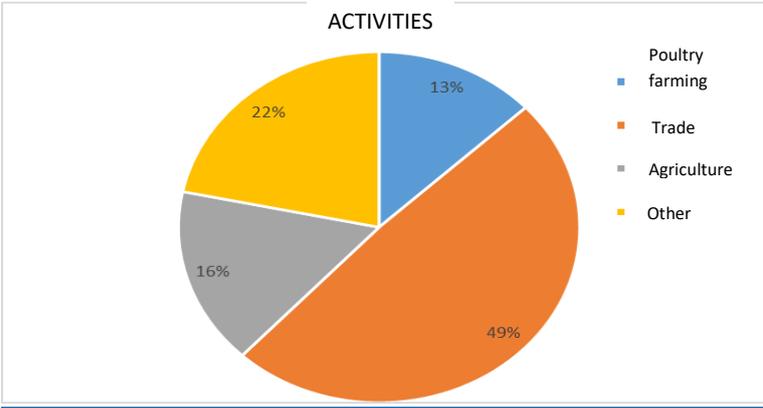
Graph 4: Percentage distribution by urban or rural area

More than half (65%) of the respondents live in urban areas. The rural exodus and a polarisation of the regional capitals lead to a high land pressure, inducing at the same time an uncontrolled urbanisation, the settlement of people in flood prone areas and the proliferation of spontaneous habitats. This situation, combined with the economic crisis, constitutes a starting and, actually, a returning point for migration.

Sectors of activity

Activities	Number
Poultry farming	12
Trade	45
Agriculture	15
Other	20
TOTAL	92

Table 6: Sample distribution according to the sector of activity



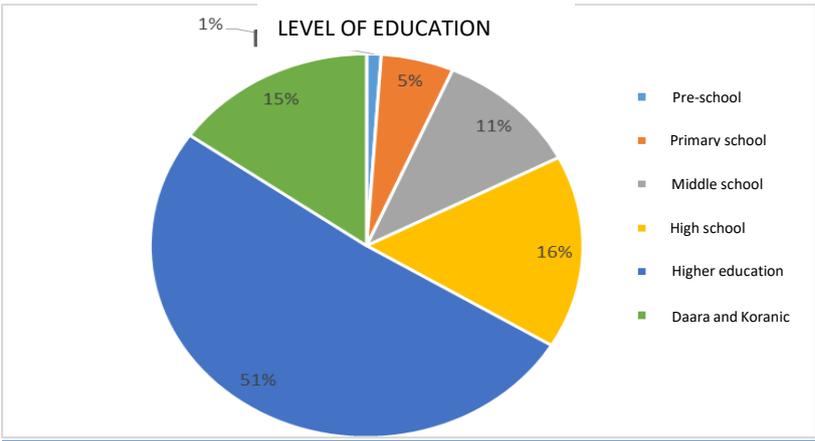
Graph 5: Percentage distribution by sectors of activity

The trade sector accounts for nearly half (49%) of the respondents. This reflects the society of origin and the profile of Senegal’s economy, in which emigrants invest and which is strongly dominated by trade activities. This predominance of the trade sector can be explained by a realism-based rationality, which pushes people to do what they know best and what is more manageable.

Level of education

Level of education	Number
Pre-school	1
Primary school	5
Middle school	10
High school	15
Higher education	47
Daara and Koranic school	14
TOTAL	92

Table 7: Distribution according to the level of education



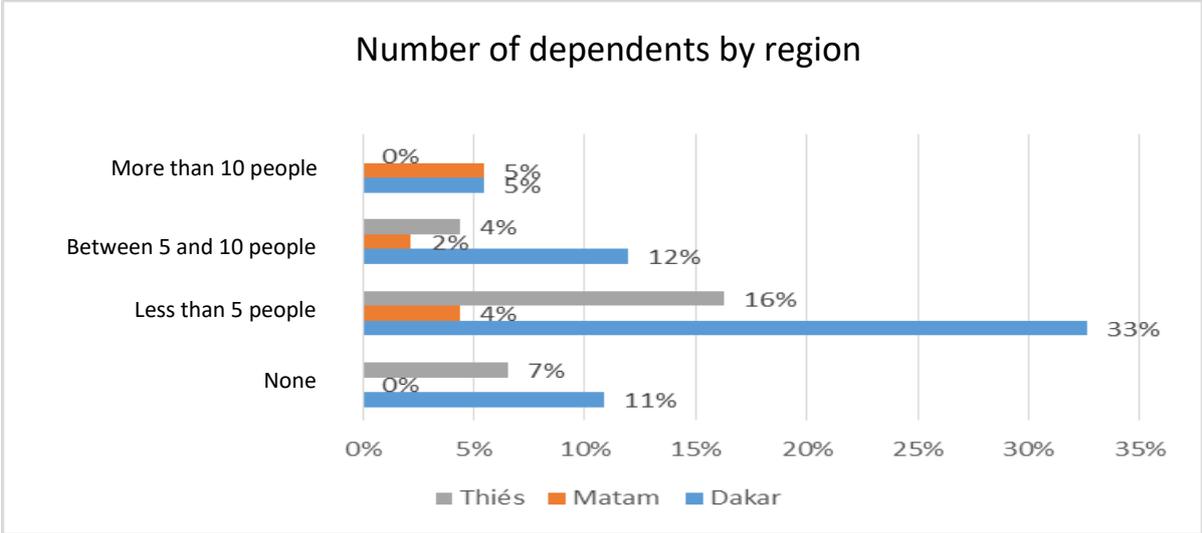
Graph 6: Percentage distribution by level of education

Half (51%) of the respondents have at least a degree at a higher education level, 16% of them have a high school diploma and 15% of them have attended Daraas and Koranic school. This shows that, contrary to popular belief, migrants are not always people with no qualifications, and it confirms that

young people are tempted to immigrate for professional reasons in the face of structural unemployment.

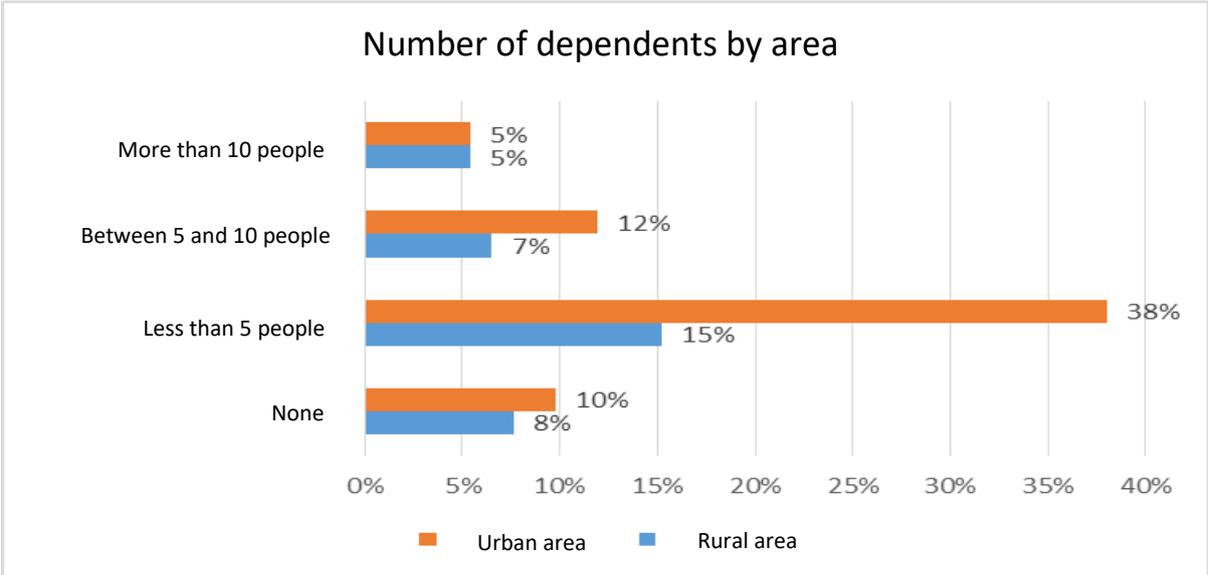
3.2 Cost of living

3.2.2 Number of dependents



Graph 7: Number of dependents by region

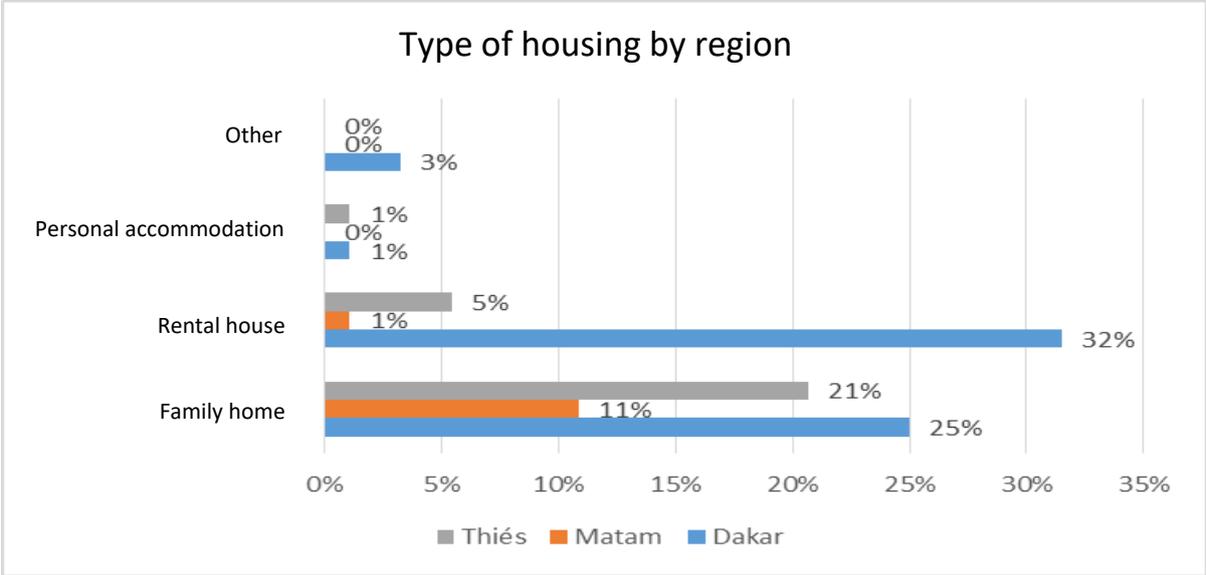
The number of dependents is mostly and generally less than **5 people in the Dakar (33%) and the Thiès region (16%)**. In the specific case of the Matam region, the number of the dependents is generally bigger than 10 people for 5% of the sample. This situation in Matam is justified by the fact that it is a region where the ways of life promote the community dimension, in family concessions; unlike Dakar and Thiès where we notice a growing individualisation and some efforts to control population.



Graph 8: Number of dependents by urban or rural area

The number of dependents is mostly and generally less than **5 people in urban areas**. The rural exodus and the high concentration of productive bases and central administrating devices in the urban area may help to explain this situation in urban areas.

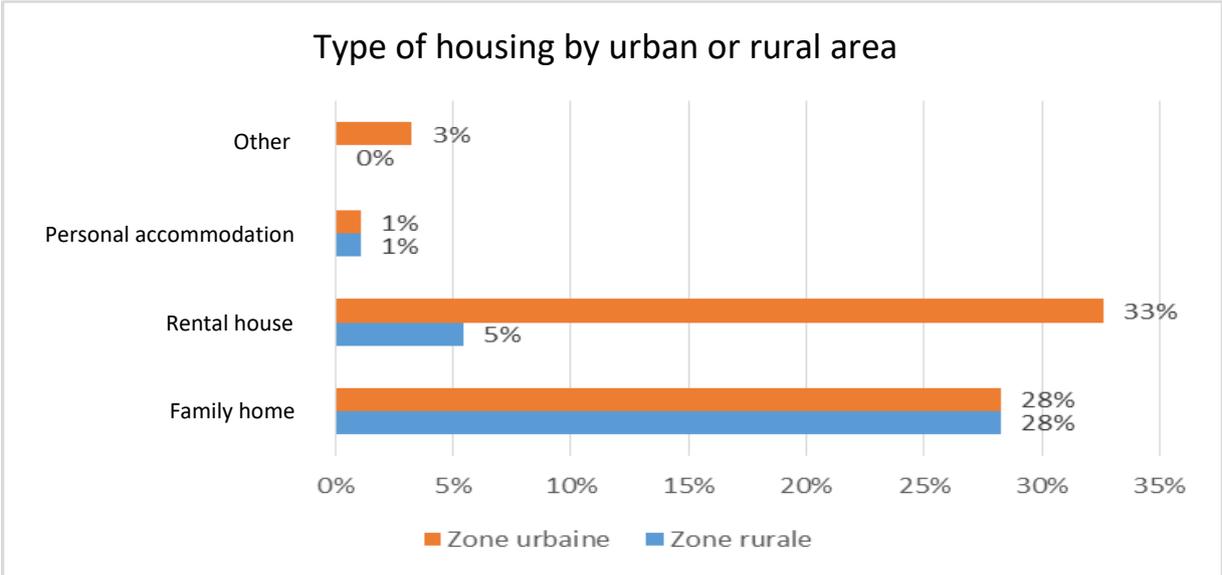
Type of housing



Graph 9: Type of housing by region

An analysis by region shows that the type of housing is generally:

- A **rental house in Dakar for 32%**, which can be explained by the high population concentration in Dakar correlated with the difficulties related to the high cost of land and to the weak housing supply relative to demand.
- A **family home in Thiès (21%) and Matam (11%)**.



Graph 10: Type of housing by urban or rural area

An analysis by area (urban or rural) shows that the type of housing is generally:

- In urban areas, a **rental house for 33% and a family home for 28%**.
- In rural areas, a **family home for 28%**.

Estimation of the cost of living

Estimation of expenses (by region)

Item of expenditure	Average cost (in CFA francs)			Average (3 regions)
	Dakar	Matam	Thiès	
Average monthly expenditure on Food	116,091	180,909	131,217	142,739
Average monthly expenditure on Housing	92,414	39,000	52,944	61,453
Average monthly expenditure on Transport	31,120	32,100	56,020	39,747
Average monthly expenditure on Healthcare	17,531	16,875	12,029	15,478
Average monthly expenditure on Education	27,796	22,929	28,760	26,495
Average monthly expenditure on Ceremonies	9,160	13,611	5,143	9,305
Average monthly expenditure on Other items (leisure, etc.)	16,688	28,333	15,000	20,007
TOTAL (in CFA francs)	310,800	333,757	301,114	315,224
TOTAL (in €)	474	509	459	481

Table 8: Estimation of expenses by region

The estimated **total average monthly expenditure in the three (3) regions concerned by the study is 315,225 CFA francs** in the same order of magnitude in each region:

- 310,800 CFA francs in Dakar
- 333,757 CFA francs in Matam. The high cost of living in Matam can be explained by the final cost of the products consumed (including transport costs) which are partly supplied in major cities such as Dakar
- 301,114 CFA francs for the Thiès region.

The most expensive item of expenditure is **food with a monthly average of 142,739 CFA francs** which accounts for 45% of the monthly costs. Ceremonial expenses are the cheapest item of expenditure with 9,305 CFA francs and represent 3% of the monthly budget.

3.3 Experience feedback

Internal factors

Experience feedback (following their return) on the internal factors related to lessons learned from the return

	Skills, knowledge acquired during your stay abroad	Psychological support from your family	Personal experience/Acquaintance with the activity	Financial support from your family
1 = null	2%	9%	0%	44%
2 = poor	12%	22%	11%	26%
3 = average	28%	18%	42%	14%
4 = good	39%	29%	32%	11%
5 = very good	18%	23%	15%	4%
TOTAL	100%	100%	100%	100%

Table 9: Experience feedback on the internal factors

The main lessons learned and the elements of success according to the feedback of the migrants surveyed concern internal factors relating to:

- Skills and knowledge acquired during the stay abroad: The returning migrant can benefit from a social capital related to the network of knowledge and potential partners he has been able to capitalise on in the host country and from an intellectual capital, especially if part of the most educated migrants' group. In addition, he can embrace the values acquired during the migratory adventure (resilience, ambition, adaptability, confidence, openness) which are relatively useful for strengthening the entrepreneurial spirit and being able to meet the many challenges that dot any process of carrying out economic activities.
- Psychological support from your family: Often, the return is a humiliating experience for the migrant. He encounters great difficulties in terms of social and professional reintegration. Indeed, the society considers that those who return are those who fail abroad. The return is therefore an anomaly, a failed migration experience because the migrant has not stayed long enough. Faced with this society's view of the return, the returning migrant needs a strong psychological support from his family to go through this test of «socialisation».
- Personal experience/Acquaintance with the activity: Some returning migrants evolved in sectors of activity that they were well acquainted with before their departure. Their reintegration through these sectors is therefore an asset and increases de facto the chances of success of the activity. They would already have sufficiently capitalised on all the links of the activity's value chain: from supply to marketing.

The analysis draws the following conclusions:

- The success of a returning migrant reintegration relies first and foremost on himself: His personal experience and his acquaintance with the activity he carries out and the «skills and knowledge» capital acquired during his stay abroad.
- Beyond the financial support from his family, what the returning migrant needs most is a psychological support that will help him find self-fulfilment, which is an important factor in the success of his activity.

External factors

Experience feedback (following their return) on the external factors related to lessons learned from the return

	Existence of support mechanisms for integration relating to the implementation of your activity	Existence of support mechanisms for enterprise creation relating to the implementation of your activity	Existence of support mechanisms for access to finance relating to the implementation of your activity	Existence of a market relating to the implementation of your activity
1 = null	5%	5%	3%	8%
2 = poor	25%	20%	27%	27%
3 = average	35%	42%	30%	37%
4 = good	24%	22%	26%	25%
5 = very good	11%	11%	13%	3%
TOTAL	100%	100%	100%	100%

Table 10: Experience feedback on the external factors

The migrants' experience feedbacks on the external factors relating to lessons learned are mainly:

- The existence of support mechanisms for integration, enterprise creation and access to finance: The conversion of the returning migrant into an investor, an entrepreneur or an economic project promoter implies and requires a whole mechanism for supporting and monitoring the migrant for:
 - Preparation of his return and reintegration
 - Creation of a viable enterprise based on market and niche market research
 - Access to adequate funding that suits the returning migrant's needs (seed funding, investment, working capital, etc.).
- In addition to the development of these support mechanisms, it is essential to bring the information to the returning migrants because of the recurring problem of information deficiency on regulation and business environment. The institutional mechanisms put in place to facilitate the investments or to encourage the creation of SMEs are not always sufficiently known by returning migrants.
- Existence of a market for the commercialization process: Commercialization constitutes generally the weakest link in the agricultural value chain in particular. Migrants who invest in the agricultural sector (in the broadest sense) continue to face the commercialization of their products due to market saturation, competition from imported products or non-remunerative market prices. A guaranteed upstream production market (negotiated contract), access to conservation and/or storage structures, the appropriation of the financial innovation (Warrantage¹ for example) are some alternative solutions for commercialization.

¹ A credit system secured by an in-kind stock of little or no perishable agricultural products. It allows to enhance the production and to avoid the predatory pricing in the harvest.

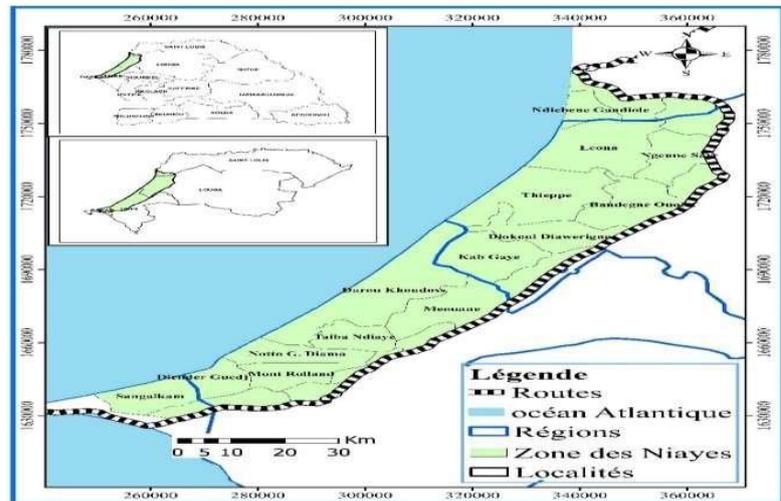
IV. Average cost of launching an enterprise

4.1 Presentation of the Niayes area

The Niayes area, a coastal strip that extends from Dakar to Saint Louis (180 km long), consists of four administrative subdivisions: the Dakar Region, the Thiès Region, the Louga Region and the Saint-Louis Region. An arrondissement of the Pikine Department is named after it, the Niayes Arrondissement.

The specific feature and agronomic aptitude of the Niayes in Senegal is the origin. Despite the deterioration of the climatic

conditions, the Niayes represent in the eyes of the populations of the Groundnut Basin and of some city-dwellers (Dakar, Thiès) a good economic area to settle down. The economic potential of the Niayes area is enhanced by the physical conditions of the environment and the presence of major cities, such as Dakar, Thiès, Louga and Saint-Louis. Horticulture is an important and profitable economic activity in this area. It is nowadays a secure alternative for improving the incomes of agricultural holdings in the Sahelian zones of the country; and thus, it tends to develop wherever water is available (river valley, Guiers lake, boreholes, wells and retention basins, etc.).



The Niayes area has many favourable biophysical characteristics for vegetable production:

- 80% of Senegal's horticultural production is concentrated in the Niayes area, which provides the city of Dakar with fresh produce.
- It supplies nearly 60% of Senegal's production and 50% of its horticultural exports.

As regards poultry farming, the Niayes area is the main intensive poultry-rearing area of Senegal. Its climate and the presence of urban markets have encouraged the establishment of intensive chicken and egg production workshops. Urban poultry farming contributes greatly to the integration of horticulture and livestock in this area. The Niayes area was chosen for the study of poultry and agricultural sectors (onion and tomato growing) where the following institutional and professional actors were approached:

- The Niayes Market gardeners Union (AUMN)
- Peasant and Pastoral Organisations Network of Senegal (RESOPP)
- Interprofessional poultry farming.

The interviews with these actors have made it possible to collect information and data on:

- Market gardening technical data sheets (Onion and Tomato)
- Market gardening forecasted operating accounts (Onion and Tomato).

4.2 Poultry farming in the Niayes area

A detailed technical data sheet

General information

Poultry farming in Senegal is characterized by two distinct farming systems which are: traditional poultry farming and modern semi-industrial poultry farming. But this technical data sheet relates to the broiler chicken in the semi-industrial chicken farming system, applied particularly in rural but also peri-urban areas. Unlike traditional poultry farming which is generally practised in rural areas primarily for consumption and secondarily as a source of income, semi-industrial poultry farming is a genuine economic activity that generates income and creates jobs through production volume and a wider market. This type of semi-industrial poultry farming is characterized by exotic poultry strains and produces sound results: (i) an average weight of 1,5 to 2 kg in 45 days of rearing for broiler chickens and (ii) the annual egg-laying which varies from 260 to 280 eggs per hen and per year of laying. The exotic strain is that poultry species which is deliberately introduced or accidentally settled in an area different from its area of origin, generally with the objective of improving local productivity.

Sanitary requirements

Currently, there is almost a perfect control over pathologies in this type of poultry farming. In fact, there are several private veterinary clinics located in urban and high-production areas to enable farmers to obtain vaccine supplies and receive advisory support. The intensification that accompanies production does not come without problems. Indeed, the proximity between the farms, the concentration of the animals in a single space and the use of exotic breeds more productive but less resistant, thus more sensitive, have allowed the development of many diseases. And this unfavourable environment negatively influences farm profitability and product quality. The dominant broiler chicken pathologies are: Gumboro disease, colibacillosis, salmonellosis, Newcastle disease and coccidiosis; in the case of pullets and layers: Marek's disease, Gumboro disease, colibacillosis, Newcastle disease and chronic respiratory diseases.

Procurement (suppliers)

The raw material suppliers	Provender producers	Hatchery operators	Equipment vendors
They supply the provender producers with the raw materials needed for the food manufacturing and the hatchery operators with hatching eggs for day-old chicks' production. The SUNEOR (ex SONACOS) provides peanut meal, which is a real source of protein. Also, some provender producers import soyabean meal which is richer in	The provender producers ensure the food supply which is an essential input for a good growth. The sector has five (5) major manufacturers that supply food to most farms (SEDIMA, SENTENAC, NMA Sanders, AVISEN, PRODAS). Some producers have their own blender, which allows them to have their own formulation.	They ensure the supply of day-old chicks to the producers. The main hatchery operators are: SEDIMA, CAMAF, CAM, PRODAS, AVI-PROD, AVIVET, SENAV, SEDPA which are the best-known and the most regular ones in the supply of baby chicks.	Generally, the poultry equipments are imported: bird feeders, waterers, etc. The manufacturers were the main suppliers of these imported equipments. But we notice that some local artisans offer equipments at a relatively modest price. Most farmers consider that the feeders are acceptable, but the waterers do not meet standards, thus spurring

The raw material suppliers	Provender producers	Hatchery operators	Equipment vendors
protein than the peanut one. The fishmeal is supplied by Afric Azote, which has a production capacity that can meet the quantity requirements and the deadlines. The additives, meanwhile, are available at the veterinary clinics.			them on to continue buying imported waterers.

Table 11: The main actors in the supply chain

Training in poultry farming techniques

- Training structure: The Propulsion Centre for the Modernisation of the Livestock sector (CIMEL) of Mbao: For a session of eight (8) hours per day over five (5) days for the module «Broiler poultry and layer farming» combining theory and practice: The cost of the training is 182,750 CFA francs (€278.6);
- State structures such as the 3FPT cover 80 to 90% of the cost of such training courses.

It is true that the training is a substantial but necessary initial cost for the professionalization of the enterprise. It provides the opportunity for an enterprise to have competent and professional employees. The latter may become multi-skilled and adapt to the progress of the sector of activity. Employee training allows enterprises to always be able to compete. A staff trained in evolution of technology is a major asset ensuring the enterprise an important place on the market. *Also, a successful training constitutes a launch pad for the enterprise's rise in power.*

Market (customers)

- Individuals or associations organizing religious events, Restaurants, Hotels, Large food stores.
- High benefit periods: The price is more interesting during the religious holidays (Korit , the Grand Magal, Gamou, Christmas) because of the high demand and during the winter period because of the shrinking supply of broiler chickens.
- Low benefit periods: Cold weather period (from December to February).
- The following three (3) distribution channels are used
 - o In-situ direct selling to customers
 - o Wholesaling to retailers
 - o Direct selling in urban or weekly markets.

Equipment required to start

OPERATING EQUIPMENT

Labels	Quantity	Unit price (in CFA francs)	Amounts (in CFA francs)
Feeders for baby chicks	10	2,100	21,000
Waterers for baby chicks	10	2,500	25,000
Feeders for grown chickens	20	9,000	180,000
Waterers for grown chickens	20	11,000	220,000
Radiant heater	1	45,000	45,000
Freezers	1	450,000	450,000
Automatic de-feathering machine with a capacity of 5 to 6 chickens per 2 minutes	1	375,000	375,000
Gas cylinder	4	15,500	62,000
Subtotal 1			1,378,000

SMALL EQUIPMENT

Labels	Quantity	Unit price (in CFA francs)	Amounts (in CFA francs)
Wheelbarrow	1	15,000	15,000
Buckets and basins (package)	1	15,000	15,000
Rakes, pitchforks, shovels (package)	1	15,000	15,000
Subtotal 2			45,000
TOTAL INVESTMENT (in CFA francs)			1,423,000
TOTAL INVESTMENT (in €)			2,169

Table 12: Operating equipment - poultry farming in the Niayes area

Working capital for the first operating flock (1000 baby chicks in total)

Labels	Quantity	Unit price (in CFA francs)	Amounts (in CFA francs)
Capacity building (a 5-day course)			
Training fees (80% of which funded by the 3FPT)	20%	182,750	36,550
Subtotal 1			36,550
Acquisition of baby chicks			
Purchase of baby chicks	1,000	480	480,000
Fees on the purchases (conveyance, etc.)	1	10,000	10,000
Subtotal 2			490,000
Feed (kg)			
Start-up phase (each chick consumes 0,8 kg at a cost of 300 fr per kilo for a period of 15 days, i.e. 300*0,8*2000)	0,8*1000	300	240,000
Growing (each chick consumes 1,2 kg at a cost of 300 fr per kilo for a period of 15 days, i.e. 300*1,2*2000)	1,2*1000	300	360,000
Finishing phase (each chick consumes 2 kg at a cost of 300 fr per kilo for a period of 15 days, i. e. 300*2*2000)	2*1000	300	600,000
Subtotal 3			1,200,000
Veterinary products (units)			
Vaccines	1,000	75	75,000
Prophylactic treatment	1,000	50	50,000
Subtotal 4			125,000
Personal salary			
Worker(s)	2	58,900	117,800
Subtotal 5			117,800
External services			
Water, electricity and telephone charges	2	10,000	20,000
Gas refill	8	3,000	24,000
Rent of the henhouse (10 chickens for 1 sqm)	1	90,000	90,000
Subtotal 6			134,000
TOTAL (in CFA francs)			2,103,350
TOTAL INVESTMENT (in €)			3,207

Table 13: Working capital - poultry farming in the Niayes area

Standard forecasted operating account (a flock of 1000 baby chicks)

Hypotheses	
Number of the broiler chicks/flock	1000
Number of flocks per a two-month period	1
Number of flocks per year	6
Number of chickens per year	6000
Mortality	5%
Cycle	45 days
Number of dead chickens/flock	50
Commercialized chickens/year	5700
Chicken selling price	2,350 CFA francs

Table 14: Forecasted Operating Account Hypothesis

NB:

- The introduction of 1000 subjects from the very first flock assumes that the proponent has a previous experience in managing poultry production.
- Otherwise, the introduction of subjects will have to be done in a progressive way (250, then 500, then 700 or 1000 depending on the promoter's mastery) associated with a technical training.

Month	1st two-month period (1 flock of 1000 baby chicks)	2nd two-month period (1 flock of 1000 baby chicks)	3rd two-month period (1 flock of 1000 baby chicks)	4th two-month period (1 flock of 1000 baby chicks)	5th two-month period (a flock of 1000 baby chicks)	6th two-month period (a flock of 1000 baby chicks)
Sales value	2,232,500	2,232,500	2,232,500	2,232,500	2,232,500	2,232,500
Purchase value	490,000	490,000	490,000	490,000	490,000	490,000
Gross margin	1,742,500	1,742,500	1,742,500	1,742,500	1,742,500	1,742,500
Training fees	36,550					
Feed	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Veterinary products	125,000	125,000	125,000	125,000	125,000	125,000
Personal salary	117,800	117,800	117,800	117,800	117,800	117,800
External services	134,000	134,000	134,000	134,000	134,000	134,000
Total expenses	1,613,350	1,576,800	1,576,800	1,576,800	1,576,800	1,576,800
Gross profit	129,150	165,700	165,700	165,700	165,700	165,700

Table 15: Forecasted Operating Account - Poultry farming in the Niayes area

Explanatory notes:

- The training fees will only be incurred in the start-up phase.
- The cost of the training (182 750 CFA francs) will be covered only up to 20% (36 550 CFA francs) by the promoter, the other 80% relates to the 3FPT grant.
- The option is to not reinvest the profit in order to highlight the financial flows available to the promoter.

Summary of the average cost (for 2000 subjects)

DESCRIPTION	Amounts (in CFA francs)	RELATIVE SHARE (IN %)
Initial investment (equipment + materials)	1,423,000	40%
Costs of the formalisation of the enterprise	25,000	1%

Working capital (for a flock of 1000 baby chicks)	2,103,350	59%
Total in CFA francs	3,551,350	
Total in €	€5414	

Table 16: Summary of the minimum cost - Poultry farming in the Niayes area

This average cost of 3,551,350 CFA francs (€ 5414) for the start-up of a poultry farming activity (2 flocks or 2000 subjects) remains valid for the regions of Dakar and Thiès where the data were collected and, in the case, where a reintegration operator offers assistance.

As regards the south-eastern regions (Tambacounda, Kédougou, Ziguinchor, Sédhiou and Kolda) distant from Dakar, which is the main source of supply, the costs of working capital requirements (baby chicks and feed) are higher because of transport costs. However, prices are reviewed accordingly (3,500 to 4,000 francs per unit).

4.3 Market gardening in the Niayes area

The case of onion

General information

Among horticultural commodities, onion occupies an important place. According to the Market Regulation Agency (ARM), onion is the most important vegetable crop in Senegal in terms of cultivated area and the second one following tomato in terms of quantities produced.

Production is carried out everywhere by individual producers, sometimes supported by various parastatal structures set up to manage irrigated areas, development projects or NGOs. In Senegal two areas are suitable for onion cultivation (the Senegal river valley and the Niayes coastal strip).

The Niayes area (Grande Côte) has favourable eco-geographical conditions with a proximity to major cities such as Dakar, Thiès and Saint-Louis, hence the importance of the migration of seasonal workers. There is a long tradition of vegetable and fruit crops, which are a relatively important source of income. The Niayes provide a large part of the national market gardening production. This production is very varied in the dry season, onion cultivation is the main commodity in addition to the «European» type of vegetables as opposed to the «African» type of vegetables exploited during the rainy season.

Types of farms

There are three types of market gardening farms depending on the size and the manner of development (the farming techniques differentiate them by the selection of the technical routes and by the methods of dewatering and irrigation). In fact, we can notice a certain regional specificity for some species.

Small farms	Medium farms	Modern farms
Their maximum size is one hectare and there have more to do with individual farms than family ones. This type of farm is dominant throughout the Niayes strip, especially in low pressure areas and dry valleys, which still have water for the irrigation through «ceans» or wells.	They range in size from 1 to 20 hectares; they are found in Dior soils and vertisols in the area that goes from Mboro to Notto and in irrigated lands of the northern region. Based on the manner of development, these farms are modern and semi-modern ones: they use mechanical tools to work the land (tractor and ridger), the watering and irrigation system is also improved (boreholes-wells or GMP with irrigation canals). They employ agricultural or salaried workers.	They are characterized by their size, which exceeds 50 hectares and more, and by the hydraulic technical means (sprinkler or drip irrigation) of exploitation (automated network) and humans involved (engineers and senior technicians). They are private or associative (EIG economic interest group) and they are concentrated in the regions of Dakar (Rufisque-Sangalcam-Sébikhotane), Thiès (Pout, Mboro) and Saint-Louis (Ndiawdoune-Lacs de Guiers).

Table 17: Types of market gardening farms

In this study, the small farms in the Niayes area (1 hectare) are considered.

Market (customers)

Onion production is primarily intended for national consumption and is sent to urban consumption centres. The markets of Thiaroye, Dalifort and Castors are the largest wholesale and redistribution markets in Dakar. Due to the development of secondary cities, other centres of attraction for market gardening products have been put in place: Kaolack and especially Touba, which thanks to a religious radiation has seen its population increase very quickly and thus become an «urban» pole and an important commercial city. As a result, the «OCAS» and «Nguiranène» markets in these two cities have become wholesale and redistribution vegetable markets.

Onion varieties and planting and production periods

Planting period	Production period	Varieties	Cycle (days)	Yield (T/ha)	
				Min	Max
October	Early crops	Galmi Violet	110-120	20	60
		Texas early	130-170	20	35
		Noflaye	105-140	25	40
		Goldor	105-130	35	45
		Gandiol F1	105-110	30	35
		Orient F1	105-110	25	30
		Red passion			
From December to January	Full season crops	Galmi Violet	130-150	30	60
		Texas early	145-160	30	40
		Noflaye	115-145	25	40
		Goldor	110-120	35	45
		Gandiol F1	115-135		
		Orient F1	105-120	25	30
		Safari	100-105	20	50
From February to March	Late crops	Red Creole	130-160	20	25
		Yaakar	135-150	30	40
		Red Amposta	140-160	35	45
		Yellow Spanish	130-150	30	55
		Gao	120-150	25	35
		Galmi Violet	110-130	30	60
		Orient F1	105-120	25	30
Gandiol F1	105-120	40	45		

Table 18: Onion varieties and periods

The Orient F1, Galmi Violet, Mercedes, Red Amposta, Texas early and Noflaye varieties are the most cultivated in the Senegal River valley and the Niayes area.

In Potou, production generally involves two periods: full season (Ngagne baye) and late season (Sonessa).

Soil selection

- Choose a light soil: sandy (Dior), sandy loam and rich in organic matter.
- ! Avoid heavy, wet soils.
- ! Also avoid stony soils.

Cultivation practices

- Crop rotation should be respected: Two onion crops should not succeed each other on the same plot. Avoid planting the onion after root and tuber crops (carrot, sweet potato, radish, turnip, etc.). Favourable precedents: solanaceous crops (eggplant, tomato, pepper, etc.) cabbage, peanut.
- It is advantageous to sow seeds in a nursery at the rate of 4 to 5 kg of seed per hectare.
- The nursery usually lasts between 45 to 50 days.
- Hoe 4 to 5 times during the crop cycle.
- Do a manual weeding if necessary.

Initial investment required to start

Initial investment

Labels	Quantity	Unit price (in CFA francs)	Amounts (in CFA francs)
Mini borehole (works and installations)	1	300,000	300,000
Fence (wall and wire-netting)	1	5,500,000	5,500,000
Cultivation and irrigation materials	1	150,000	150,000
Solar kit (including borehole pumps)	1	1,700,000	1,700,000
Retention basin (for storing the drilling water)	1	200,000	200,000
TOTAL INVESTMENT (in CFA francs)			7,850,000
TOTAL INVESTMENT (in €)			11,967

Table 19: Initial investment – Onion in the Niayes area

Working capital for 1 hectare (over 6 months)

SECTIONS	QUANTITIES	UNIT PRICE	TOTAL (in CFA francs)
1. Soil preparation			
1.1 Clearing + Tillage (ha)	1	40,000	40,000
Sub-total Soil preparation			40,000
2. Purchase of seeds (pot)			
2.1 Purchase of seeds	5	45,000	225,000
Sub-total Purchase of seeds			225,000
3. Purchase of other inputs (kg)			
3.1. Fertilizer			
• Base: 10-10-20	250	320	80,000
• Base: Organic bags	100	1,500	150,000
• Maintenance: 10-10-20	750	320	240,000
3.2. Phytosanitary products			0
• Maneb (fungicide) in kg	1	6,000	6,000
• Dursban (or chlorpyrifos) 5% (soil insecticide and nematicide) kg	2	4,000	8,000
• Fongex or Tomex (fungicide) kg	1	6,000	6,000
• Abamectin (insecticide) in litres	2	7,000	14,000
• Dimethoate (insecticide) in litres	1	7,500	7,500
Sub-total Other inputs			511,500
4. Irrigation			
4.1. Maintenance and repairs (package)	1	20,000	20,000
Sub-total Irrigation			20,000
5. Workforce			
5.1. Seasonal workers (unit: month)	6	59,800	358,800
5.2. Workforce transplanting + harvesting	1	59,800	59,800
5.3 Security costs (unit: month)	6	50,000	300,000
Sub-total Workforce			418,600
6. Other expenses			
6.1. Purchase of bags (Packaging + storage)	500	200	100,000
6.2. Crop transport	500	150	75,000
6.4. Depreciation	1	100,000	100,000
Sub-total Other expenses			275,000
TOTAL EXPENSES (in CFA francs)			1,790,100
TOTAL EXPENSES (in €)			2,729

Table 20: Working capital for 1 ha - Onion in the Niayes area

The case of tomato

General information

The first crop used for crop diversification in the Northern region, the industrial tomato intended primarily for industrial processing units (such as SOCAS) mobilizes around 12,000 producers across the country. It is mainly produced in the areas of Dagana and Podor in the North, the Niayes in Dakar and Thiès and finally, to a lesser extent, in the groundnut basin and in Casamance. The North zone is the main production area which exclusively reserved for local industries (tomato processing), while the production of the Niayes is destined for export.

During the most prosperous years, the tomato industry in Senegal brought in nearly 3.5 billion CFA francs (5.32 million euros or 6.33 million US dollars, val. jan. 2018) in turnover per marketing year and the producers could expect a gross margin of almost 1,000,000 CFA francs (1,520 euros or 1,810 USD) per hectare. Tomato is one of the high-margin market gardening crops and one of the crops which can help producers modernize farms that are often family ones. More importantly, the tomato cultivation helped producers benefiting from a cultivation contract² to better negotiate the valorization of other crops, notably rice, through an integrated financing system set up by the Banque Agricole (formerly CNCAS).

Cultivation period

Dry season gives better yields, with seeds sowed from October to March. Plant growth is promoted by temperatures of 15°C at night and 25°C during the day. This difference between daytime and nighttime temperature is important for tomato flowering. Thus, in Senegal, dry season gives better yields, with seeds sowed from October to March. The tomato period of availability goes from December to July.

Cycle and yield

- Harvesting 2 to 2.5 months after transplanting.
- Duration of harvest with a good command of the crop: 1.5 to 2 months.
- Yield according to varieties and growing conditions: 15 to more than 50 tonnes under fertigation and during cool periods.

Varieties:

There are several types:

- Mixed varieties like Roma, Rossol, Tima, Slumac
- Medium varieties like Xina
- Table varieties often hybrid: Hope F1, Caracoli, Calinago, Heinz, Mongal
- Cherry varieties like Small Fry.

All these varieties lead to a staggering production, the mixed varieties being less adapted to hot conditions. The cherry tomato which represents more than 3/4 of the production in Senegal is the most widely consumed. It is mainly harvested in bulk and marketed in cardboard boxes of 4 kg and in trays of 250 and 500 g.

Market:

The Netherlands, Germany, France and the United Kingdom are the main destinations of Senegal's tomato exports. However, the Netherlands and Germany recorded a decline in their tomato imports over the last five years with negative growth rates of -8 and -2% even though Senegal's exports to these countries increased by respectively 15 and 94% between 2012 and 2016. The producer can use two (2) principal marketing channels:

- Selling to intermediaries who will resell to processing plants

² It is a contract between the producer and a third party, freely offered and with the aim of facilitating the provision of agricultural land through the formulation of fair contracts and ensuring a good balance between the rights and obligations of both parties. And this with a view to a sustainable agriculture production respectful of the land.

- Direct selling in urban or weekly markets (Dakar, Thiès...)

Initial investment required to start

Initial investment			
Labels	Quantity	Unit price (in CFA francs)	Total amounts (in CFA francs)
Mini-borehole (works and installations)	1	300,000	300,000
Perimeter fence (wall and wire-netting)	1	5,500,000	5,500,000
Cultivation and irrigation materials	1	150,000	150,000
Solar kit (including borehole pumps)	1	1,700,000	1,700,000
Retention basin	1	200,000	200,000
TOTAL INVESTMENT (in CFA francs)			7,850,000
TOTAL INVESTMENT (in €)			11,967

Table 21: Initial investment - Tomato in the Niayes area

Working capital for 1 ha over 6 months

LABELS	UNIT	QUANTITY	UNIT PRICE (CFA francs)	TOTAL (CFA francs)
1. SOWING				
Clearing + Tillage	ha	1	50,000	50,000
Organic matter	Tonne	1	100,000	100,000
Seeds	pot	6	5,000	30,000
Furadan soil treatment	kg	10	3,000	30,000
NPK (base)	kg	100	370	37,000
Sub-total Sowing				247,000
2. MAINTENANCE				
NPK (top dressing)	kg	100	370	37,000
Urea	kg	50	385	19,250
Phytosanitary treatment product	litres	1	100,000	100,000
Care and maintenance	Unit	1	24,581	24,581
Crop material	Unit	5	2,778	13,890
Sub-total Maintenance				194,721
3. WORKFORCE				
Seasonal workers	Unit	6	59,800	358,800
Workforce transplanting + harvesting	Unit	1	59,800	59,800
Security costs (unit: month)	Unit	6	50,000	300,000
Sub-total Workforce				718,600
4. IRRIGATION				
4.1. Maintenance and repairs	Unit	1	20,000	20,000
Sub-total Irrigation				20,000
5. Other expenses				
5.1. Purchase of bags (Packaging + storage)	Unit	500	200	100,000
5.2. Crop transport	Unit	500	150	75,000
5.3. Depreciation	Unit	1	100,000	100,000
Sub-total Other expenses				275,000
TOTAL EXPENSES (in CFA francs)				1,455,321
TOTAL EXPENSES (in €)				2,219

Table 22: Working capital for 1 ha - Tomato in the Niayes area

Forecasted operating account (1/2 ha Onion and 1/2 ha Tomato)

SECTIONS	QUANTITIES	UNIT PRICE	TOTAL (in CFA francs)
EXPENSES			
Specific expenses (1/2 ha Onion)			
Soil preparation			20,000
Purchase of seeds			112,500
Other inputs			255,750
Irrigation			10,000
Other expenses			137,500
Total specific expenses Onion			535,750
Specific expenses (1/2 ha Tomato)			
Sowing			123,500
Maintenance			97,361
Irrigation			10,000
Other expenses			137,500
Total specific expenses Tomato			368,361
Common expenses (Workforce)			718,600
TOTAL EXPENSES (in CFA francs)			1,622,711
TOTAL EXPENSES (in €)			2,474
REVENUE			
Crop sales in kg (Onion)	15,000	180	2,700,000
Crop sales in kg (Tomato)	10,000	125	1,250,000
TOTAL REVENUE (Onion and Tomato) in CFA francs			3,950,000
TOTAL REVENUE (Onion and Tomato) in €			6,022
TOTAL GROSS MARGIN in CFA francs			2,327,290
TOTAL GROSS MARGIN in €			3,548

Table 23: Forecasted operating account (for 1/2 ha Onion and 1/2 ha Tomato)

For the land acquisition being quite expensive (between 6 and 10 million on average for 1 ha), the proposed option is to rent a land for 5 years, make the necessary investments and not pay the rent for this period (the rent will be depreciated by the investments).

In addition to the high cost, there are still constraints related to land tenure security (municipal councils' resolution). Considering these land realities in Senegal and given the fact that some families have land, it is preferable for developers to engage in discussions with their respective families in order to have their own land for the farm.

Summary of the average cost (for 1/2 ha Onion and 1/2 Tomato)

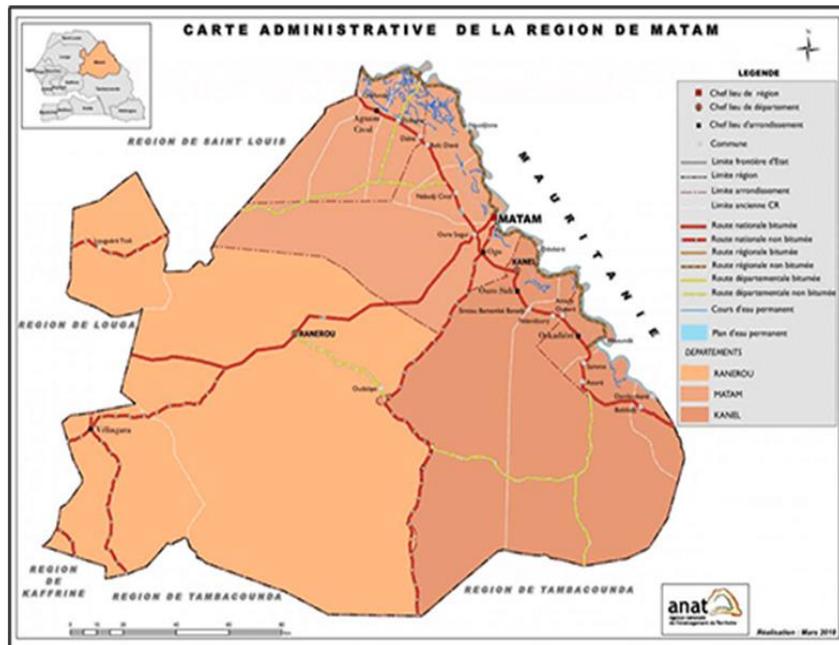
DESCRIPTION	Amounts (in CFA francs)	RELATIVE SHARE (IN %)
Initial investment (equipment + materials)	7,850,000	82.65%
Costs of the formalisation of the enterprise	25,000	0.26%
Working capital (1/2 ha Onion and 1/2 ha Tomato)	1,622,711	17.09%
TOTAL (in CFA francs)	9,497,711	
Total in €	14,479	

Table 24: Summary of the average minimum cost (for 1/2 ha Onion and 1/2 Tomato)

This average cost of 9,497,711 CFA francs (€14,479) for the start-up of a market gardening activity (1/2 ha Onion and ½ ha Tomato) remains valid for the regions of Dakar and Thiès where the data were collected. In the northern regions (Saint Louis) where this commodity is cultivated, the costs of working capital requirements (seeds and inputs) are higher because of the transport costs from Dakar to these areas.

4.4 Presentation of the region of Matam

Created in 2002, the region of Matam is limited to the north by the Islamic Republic of Mauritania and the Saint-Louis region, to the south and south-east by the Tambacounda region, to the south-west by the Kaffrine region, to the east by the Islamic Republic of Mauritania and to the west by the Louga region. The Senegal River runs along the entire eastern and northern part of the region, for about 200 km. The region covers an area of 29,616 km², or about 1/7 of the national territory. This makes it the second largest region in the country after Tambacounda.



In the region of Matam, agriculture and livestock are the main economic activities. They are practised by more than half of the population. Forestry, fishing, crafts and trade are also important and constitute some major assets.

The land (50,000 developable hectares) and water potential (presence of the Senegal River and its distributaries (Diamel and Dioulol)) allow the region to practice several cropping systems (rainfed, irrigated, recession). The crops cover several commodities, the main ones being rice, maize, sorghum, millet, onion, watermelon and sweet potato. In recent years, there is an emergence of the potato.

In terms of trade, the region of Matam offers many opportunities to the stakeholders. For the most part, the economic operators are from Matam, Saint-Louis or Touba. The products are diversified (food, livestock, cereals, vegetables, cosmetics, etc.). Once constrained by the enclosure of its regional capital, Matam is now experiencing the beginnings of a solution with the construction of the Linguère road that links it to the centre of the country and the three (3) bridges at the entrance of the municipality of Matam. These achievements have led to increased trade flows and economies of scale for traders.

At the last census in 2018, the region had 50 permanent markets and 17 weeklies. Permanent markets are located in urban centres, while weekly markets are more prevalent in villages, although a few of them can be found in cities. Weekly markets remain a popular marketplace for local people because of their proximity and cost advantages. With the construction of new roads, many localities have become accessible; this phenomenon has made the markets in these sectors visible.

The region of Matam was chosen for the study of the trade sector (retail trade and multi-service centre) where the various local actors were encountered:

- The Chamber of Commerce
- Actors involved in these two trade sectors.

The interviews with these actors have made it possible to collect information and data on:

- The technical data sheets of the retail trade and the multi-service centre
- The forecasted operating accounts of the retail trade and the multi-service centre.

4.5 Retail trade in Matam

A detailed technical data sheet

General information

Retail trade is carried out by men and women of all ages in all urban and rural areas. The products offered for sale are generally commodities of primary necessity and/or staples (rice, sugar, oil, soap, milk, etc.)

It is usually exercised at home (garage transformed into a shop or construction of a canteen) or in markets, bus stations, business centres, etc.

A retail trade activity does not require a high level of education; however, some numeracy skills (addition and subtraction) are essential to its conduct. In addition, some training courses are recommended for a good management.

Training

- Simplified accounting training
- Training structures: Consular chambers (The Chamber of Commerce)
- Cost of a three-day training (125,000 CFA francs): State structures such as 3FPT cover 80-90% of the cost of such training courses
- Cost of coaching (2 days per month for 2 months): 50,000 CFA francs

Types of customers and seasonality of sales

- The neighbourhood consumers who require a daily supply
- High-volume sales period: Social events (baptism, marriage, end of year celebration) and religious events (Korit , Tabaski, Christmas, Gamou, the Grand Magal, etc.)
- Low benefit periods: Depend generally on the religious holidays calendar.

Initial investment required to start

Initial investment

Labels	Quantity	Unit price (in CFA francs)	Amounts (in CFA francs)
Balance scale	1	45,000	45,000
Calculator	1	4,500	4,500
Commercial fittings (shelving, painting, decoration)	1	300,000	300,000
Freezer	1	450,000	450,000
TOTAL INVESTMENT (in CFA francs)			799,500
TOTAL INVESTMENT (in �)			1,219

Table 25: Initial investment - Retail trade in Matam

Working capital for 3 months

SECTIONS	QUANTITIES	UNIT PRICE	TOTAL (in CFA francs)
Rice (in bags of 50kg)	10	14,500	145,000
Oil (20l bottle)	7	22,500	157,500
Sugar (bags)	5	28,000	140,000
Onion (bags)	5	8,500	42,500
Potato (bag)	3	10,500	31,500
Milk (bag)	3	55,000	165,000
Milk (package)	20	5,000	100,000
Tomato (Shelf)	3	15,000	45,000
Soap (cardboard box)	200	350	70,000
Sanitary products (soap, bleach, etc.)	1	60,000	60,000
Biscuits	1	25,000	25,000
Candies	1	25,000	25,000
Electricity	1.5	45,000	67,500
Rent	3	55,000	165,000
Fresh water, ice-creams, drinks, cans, etc.	1	192,500	192,500
Cosmetic products (body, hair, face care; make-up, etc.)	50	3,650	182,500
Training fees	1	35,000	35,000
Miscellaneous Products (tea, candles, cake, etc.)	35	5,710	199,850
TOTAL EXPENSES (in CFA francs)			1,848,850
TOTAL EXPENSES (in €)			2,819

Table 26: Working capital - Retail trade in Matam

Standard forecasted operating account (for the quarter)

SECTIONS	Purchase value	Sales value	Gross margin	Expenses
Rice (in bags of 50kg)	145,000	173,000	28,000	
Oil (20l bottle)	157,500	195,500	38,000	
Sugar (bags)	140,000	178,000	38,000	
Onion (bags)	42,500	56,500	14,000	
Potato (bag)	31,500	46,250	14,750	
Milk (bag)	165,000	185,000	20,000	
Milk (package)	100,000	116,800	16,800	
Tomato (Shelf)	45,000	55,300	10,300	
Soap (cardboard box)	70,000	82,000	12,000	
Sanitary products (soap, bleach)	60,000	72,000	12,000	
Biscuits	25,000	27,500	2,500	
Candies	25,000	31,000	6,000	
Fresh water, ice-creams, drinks, etc	192,500	306,025	113,525	
Miscellaneous Products (tea, candles, cake, etc.)	199,850	233,000	33,150	
Cosmetic products	182,500	253,900	71,400	
TOTAL (in CFA francs)	1,581,350	2,011,775	430,425	
TOTAL (in €)	2,411	3,067	656	
Electricity				67,500
Training fees				35,000
Contribution Globale Unique (CGU: The single tax payment) = 2% of the turnover				40,236
Rent				165,000
PROFIT (in CFA francs)				122,690
PROFIT (in €)				187

Table 27: Forecasted operating account - Retail trade in Matam

Summary of the minimum cost

DESCRIPTION	Amounts (in CFA francs)	RELATIVE SHARE (in %)
Initial investment	799,500	30%
Costs of the formalisation of the enterprise	25,000	1%
Working capital (3 months)	1,848,850	69%
TOTAL (in CFA francs)	2,673,350	
TOTAL (in €)	4,075	

Table 28: Summary of the minimum cost - Retail trade in Matam

4.6 Trade (Multi-service) in Matam

A detailed technical data sheet

General information

Multi-service centres are carried out by men and women of all ages and mainly in urban areas. The services offered are generally reprography, document typing, printing and scanning and the sale of office products (reams of paper, filing cabinets, file folders, USB flash drives, etc.). Sometimes the activity is associated with the sale of telephone products (telephone device, charger, earphones, etc.) and money transfer services. Transfer operator partners require a formalisation of the activity by seeking for a Commercial Register and Real Estate Credit (RCCM) and the National Business and Associations Identification Number (Ninea).

The activity is generally carried out close to schools and administrative services.

As the activity requires basic computer knowledge (Word, Excel in particular), it is often called upon a management skill for the IT part or a prior computer science training of the promoter.

But given the limited size of the Matam market, it is necessary for the returning migrant promoter:

- to be able to develop computer skills in order to reduce its operating expenses
- to develop related activities such as the sale of refreshing products.

Types of customers and seasonality of sales

- Pupils and teaching and administrative staff of the schools
- Public and para-public administration services
- High-volume sales period: the school year
- Low benefit periods: the rainy season.

Initial investment required to start

Labels	Quantity	Unit price (in CFA francs)	Amounts (in CFA francs)
Initial Reload/Deposit (Money Transfers)	1	1,500,000	1,500,000
Fittings	1	300,000	300,000
Laptop	1	275,000	275,000
Copy machine	1	450,000	450,000
Printer + Scanner	1	65,000	65,000
Freezer	1	400,000	400,000
Office furniture (desk + chairs)	1	75,000	75,000
TOTAL INVESTMENT (in CFA francs)			3,065,000
TOTAL INVESTMENT (in €)			4,673

Table 29: Initial investment - Trade (multi-service) in Matam

Working capital for 3 months

SECTIONS	QUANTITIES	UNIT PRICE	TOTAL (in CFA francs)
Rent	3	55,000	165,000
Computer training fees	2	30,000	60,000
Simplified accounting training fees	1	35,000	35,000
Office products	75	2,500	187,500
Stationery	50	3,500	175,000
Refreshing products	300	550	165,000
Telephone products	15	40,000	600,000
Electricity	1.5	45,000	67,500
TOTAL EXPENSES (in CFA francs)			1,455,000
TOTAL EXPENSES (in €)			2,218

Table 30: Working capital - Trade (multi-service) in Matam

Standard forecasted operating account (quarterly and annual)

Forecasted operating account for the quarter				
SECTIONS	Purchase value	Sales value	Gross margin	Operating expenses
Document typing		36,000	36,000	
Printing and scanning		25,500	25,500	
Reprography		99,000	99,000	
Office products	187,500	201,000	13,500	
Stationery	175,000	198,000	23,000	
Refreshing products	165,000	195,000	30,000	
Telephone products	600,000	655,000	55,000	
Transfer products	1,500,000	1,775,000	275,000	
TOTAL (in CFA francs)	2,627,500	3,184,500	557,000	
TOTAL (in €)	4,006	4,855	849	
Electricity				67,500
Contribution globale unique (CGU: The single tax payment)				63,690
Training fees				95,000
Rent				165,000
PROFIT (in CFA francs)				165,810
PROFIT (in €)				253

Table 31: Forecasted operating account for the quarter - Trade (multi-service) in Matam

Forecasted operating account for the year			
DESCRIPTION	Year		
I. EXPENSES	Q (trim)	Unit price	Amount
Office products	4	187,500	750,000
Stationery	4	175,000	700,000
Refreshing products	4	165,000	660,000
Telephone products	4	600,000	2,400,000
Transfer products	4	1,500,000	6,000,000
Electricity	4	67,500	270,000
Training fees	4	95,000	380,000
Rent	4	165,000	660,000
Total operating expenses			11,820,000

II. PRODUCTS			
Document typing	4	36,000	144,000
Printing and scanning	4	25,500	102,000
Reprography	4	99,000	396,000
Office products	4	201,000	804,000
Stationery	4	198,000	792,000
Refreshing products	4	195,000	780,000
Telephone products	4	655,000	2,620,000
Transfer products	4	1,775,000	7,100,000
Total revenue			12,738,000
III. GROSS OPERATING INCOME			918,000
Contribution globale unique (CGU: The single tax payment)			63,690
IV. NET INCOME (in CFA francs)			854,310
IV. NET INCOME (in €)			1,302

Table 32: Forecasted operating account for the year - Trade (multi-service) in Matam

Summary of the minimum cost

DESCRIPTION	Amounts (in CFA francs)	RELATIVE SHARE (in %)
Initial investment	3,065,000	67%
Cost of the formalisation of the enterprise	25,000	1%
Working capital (3 months)	1,455,000	32%
TOTAL in CFA francs	4,545,000	
Total in €	6,929	

Table 33: Summary of the minimum cost - Trade (Multi-service) in Matam

V. CONCLUSION

The objective of the study was to give a different perspective to reintegration from a financial point of view in a logic of action's sustainability. It aims to feed into debates at European level on the amounts allocated to reintegration assistance by providing an external analysis of the real financial conditions necessary for the launch of a sustainable micro-enterprise in the context of the target countries of origin.

In summary, the average costs shown by this study for Senegal:

	Poultry farming	Market gardening (Onion and Tomato)	Retail trade	Trade (Multi- service centre)
<i>Initial investment cost €</i>	5,414	14,479	4,075	6,629
<i>Projected monthly gross profit €</i>	243	591	62	108
<i>Average monthly cost of living (for 1 household) €</i>	466		509	
<i>Projected annual gross profit €</i>	1,712.54	3,548	748	1,302
<i>Average annual cost of living (for 1 household) €</i>	5,592		6,108	

Returning migrants reintegration assistance should be part of a logic of action's sustainability.

This sustainability is primarily borne by the returning migrant himself and his family circle. The experience feedback has shown that the success of a returning migrant's reintegration depends essentially on himself:

- His personal experience and his acquaintance with the activity he carries out and the «skills and knowledge» capital acquired during his stay abroad.
- In addition to the financial support of his family, the returning migrant needs psychological support that will help him find self-fulfilment, which is an important factor in the success of his activity.

The second success factor is the sustainability of the enterprise, which is understood as the ability to generate sufficient income for the candidate and, if necessary, its dependents and to ensure a duration of existence beyond the year following the return of the candidate.

The study showed that the sectors of activity that it covered are all profitable and to a lesser extent the activity of «Multi-services» which is justified by the heavy investment in front of a rather limited market in Matam.

The analysis of the average amounts required for the launch of a sustainable micro-enterprise project in three key economic sectors (poultry farming, market gardening and trade) shows differentiated requirements according to:

- their importance: the amounts are higher in the primary sector (€14,479 for market gardening) and lower in the trade sector (€4,075 for retail trade)
- the receiving sections
 - ✓ Market gardening: the bulk (7,850,000 CFA francs out of 9,497,711 CFA francs or 82.65%) of the requirements relates to investment.
 - ✓ Poultry farming: the requirements for the start-up of the activity in a sustainable way are linked to the working capital: 2,103,350 CFA francs out of 3,551,350 CFA francs or 59%.
 - ✓ «Multi-services» trade: 67% in investment
 - ✓ Retail trade: 69% in working capital

VI. ANNEXES (Not translated)

7.1 Technical factsheets

Résumé de la fiche technique « Aviculture »

Généralités

L'aviculture au Sénégal est caractérisée par deux systèmes d'élevage distincts que sont : l'aviculture traditionnelle et l'aviculture semi-industrielle dite moderne. Mais la présente fiche technique porte sur le poulet de chair à travers l'aviculture semi-industrielle du poulet pratiquée notamment en milieu rural mais aussi en zone périurbaine. Au contraire de l'aviculture traditionnelle qui est généralement pratiquée en milieu rural pour la consommation en priorité et accessoirement comme source de revenus, l'aviculture semi-industrielle est une véritable activité économique source de revenus et de création d'emplois par le volume de production et un marché plus large

Contraintes sanitaires

Actuellement, il y a une maîtrise quasi parfaite des pathologies au niveau de ce type d'aviculture. En effet, il existe plusieurs cabinets vétérinaires privés installés dans les zones urbaines et à haute production pour permettre aux éleveurs de pouvoir s'approvisionner en vaccins et de bénéficier d'un appui-conseil. L'intensification qui accompagne la production n'évolue pas sans problèmes. En effet, la proximité des élevages, la concentration des animaux dans un endroit unique et l'utilisation de races exotiques plus productrices mais moins résistantes et donc plus sensibles ont favorisé le développement de nombreuses maladies. Et cet environnement défavorable influence négativement sur la rentabilité des élevages et la qualité des produits.

Marché (clientèle)

- Particuliers ou associations organisateurs d'évènements religieux, Restaurants, Hôtels, Grandes boutiques d'alimentation
- Le prix est plus intéressant durant les fêtes religieuses (Korité, Magal, Gamou, Noël)

Nécessaire au démarrage (Investissement)

Matériel d'exploitation	1 378 000
Petit matériel	45 000
Total investissement	1 423 000

Fonds de roulement pour une première bande d'exploitation (1000 poussins au total)

Libellés	Montant (FCFA)
Renforcement de capacités	36 550
Acquisition poussins	490 000
Aliments	1 200 000
Produits vétérinaires	125 000
Salaire personnel	117 800
Services extérieurs	134 000
Total FDR	2 103 350

Compte d'exploitation prévisionnel standard

Mois	Bim 1	Bim 2	Bim 3	Bim 4	Bim 5	Bim 6
Valeur ventes	2 232 500	2 232 500	2 232 500	2 232 500	2 232 500	2 232 500
Valeur d'achat	490 000	490 000	490 000	490 000	490 000	490 000
Marge brute	1 742 500					
Total charges	1 613 350	1 576 800				
Bénéfice brut	129 150	165 700				

Synthèse

DESIGNATION	MONTANTS (EN F.CFA)
Investissement initial (Equipement+Matériel)	1 423 000
Frais de formalisation de l'entreprise	25 000
Fonds de roulement (bande de 1000 poussins)	2 103 350
Total en F.CFA	3 551 350
Total en €	5 414 €

Résumé de la fiche technique « Maraichage » (Oignon et Tomate)

Généralités

L'oignon est la première culture légumière au Sénégal du point de vue de la superficie emblavée et la deuxième derrière la tomate du point de vue de la quantité produite. Au Sénégal deux zones sont propices à la production d'oignons (la vallée du fleuve Sénégal et la bande côtière des Niayes). Dans le cadre de cette étude, les petites exploitations dans la zone des Niayes (1 hectare) sont considérées.

Première culture de diversification lancée dans la région Nord, la tomate d'industrie destinée essentiellement aux unités industrielles de transformation mobilise environ 12 000 producteurs à travers le pays. Elle est principalement produite dans les zones de Dagana et Podor dans le Nord, les Niayes à Dakar et Thiès, et enfin dans une moindre mesure dans le bassin arachidier et la Casamance. La zone Nord est la principale zone de production qui est exclusivement réservée aux industries locales (transformation de la tomate), la production des Niayes est quant à elle destinée à l'exportation.

Période de culture

Les rendements de la tomate sont meilleurs en saison sèche, avec des semis d'octobre à mars. Ainsi, au Sénégal les rendements sont meilleurs en saison sèche, avec des semis d'octobre à mars. La période de disponibilité de la tomate va de décembre à juillet.

Dans zone de Potou, la production d'oignon concerne généralement deux périodes : culture de pleine saison (Ngagne baye) et culture tardive (Sonessa).

Marché (clientèle)

La production d'oignon est essentiellement destinée à la consommation nationale et est acheminée vers les centres de consommation urbains.

Les Pays-Bas, l'Allemagne, la France et le Royaume Uni sont les principales destinations des exportations sénégalaises de tomate. Cependant les Pays Bas et l'Allemagne ont enregistré une baisse de leur importation de tomate au cours des cinq dernières années avec des taux de croissance négatifs de l'ordre de - 8 et - 2 % même si les exportations sénégalaises vers ces pays ont augmenté (15 et 94 % entre 2012-2016).

Variété

Les variétés Orient F1, Violet de Galmi, Mercedese, Rouge d'Amposta, Texas early, et Noflaye sont les plus cultivées dans la vallée du fleuve Sénégal et dans la zone des Niayes.

Pour la tomate, la variété « cerise » qui représente plus des 3/4 de la production sénégalaise est la plus utilisée. Elle est essentiellement récoltée en vrac et commercialisée en carton de 4 kg et en barquette de 250 et 500 g.

Nécessaire au démarrage (Investissement initial pour ½ ha d'Oignon et ½ ha de Tomate)

Investissement initial

Libellés	Quantité	P.U (FCFA)	Montant (FCFA)
Mini forage (travaux et installation)	1	300 000	300 000
Clôture du périmètre (mur et grillage)	1	5 500 000	5 500 000
Matériaux de culture et d'irrigation	1	150 000	150 000
Package kit solaire (avec pompe)	1	1 700 000	1 700 000
Bassin de reprise	1	200 000	200 000
TOTAL INVESTISSEMENT			7 850 000

Compte d'exploitation prévisionnel (pour 1/2 ha Oignon et ½ ha Tomate)

RUBRIQUES	TOTAL (F.CFA)
CHARGES	
Charges spécifiques (1/2 ha Oignon)	535 750
Charges spécifiques (1/2 ha Tomate)	368 361
Charges communes (Main d'œuvre)	718 600
TOTAL CHARGES	1 622 711
RECETTES	
Vente récoltes en kg (Oignon)	2 700 000
Vente récoltes en kg (Tomate)	1 250 000
TOTAL RECETTES (Oignon et Tomate)	3 950 000
MARGE BRUTE TOTALE	2 327 290

Synthèse

DESIGNATION	MONTANTS (EN F.CFA)
Investissement initial (Equipment+Matériel)	7 850 000
Frais de formalisation de l'entreprise	25 000
Fonds de roulement (1/2 ha Oignon et ½ ha Tomate)	1 622 711
TOTAL (en F.CFA)	9 497 711
Total en €	14 479

POMME DE TERRE

Position systématique et choix des précédents

C'est un légume-tubercule adapté en climat tempéré.

- ✓ Famille botanique : solanacée (non scientifique : Solanum teberosum).
- ✓ Plantes de la même famille : aubergine, tomate, jaxatu, piment, etc.
- ✓ Précédents cultureux défavorables : solanacée et toutes plantes à tubercule ou bulbes.
- ✓ Précédents favorables : amarante, arachide, aubergine, choux, maïs, menthe, roselle, poireau,

Choix variétal et période de culture

- ✓ 3 périodes de cultures :
 - hâtives (octobre-novembre),
 - saison (novembre-février)
 - et tardive (mars-avril)
- ✓ Principales variétés cultivées toutes saisons confondues : Sahel, Claustar, O'sirène, Alpha,

Cycle et rendements

- ✓ Temps d'occupation du terrain : 80 à 100 jours.
- ✓ Rendements : 10 à 30 T/ha suivant la variété, la période et la maîtrise des conditions phytotechniques.

GOMBO

Position systématique et choix des précédents cultureux.

Le gombo (*Abelmoschus* spp) est un légume – fruit tropical cultivé pour le marché intérieur et l'export.

- ✓ Famille botanique : Malvacées
- ✓ Plantes de la même famille : bissap (roselle) et coton.
- ✓ Précédents cultureux défavorables : gombo, autres malvacées ;
- ✓ Précédents pas spécialement favorables : Solanacées, Cucurbitacées, Légumineuses, Ombellifères, Composées, etc.
- ✓ Précédents très favorables : *Allium* (oignon, ail, poireau...)
- ✓ Les solanacées comme l'aubergine et la tomate sont particulièrement déconseillées

Conditions optimales de production

3 périodes de cultures :

- ✓ Culture précoce (contre saison, semis novembre à janvier, récolte de janvier à mars) : croissance ralentie, mise à fruit retardée (faible rendement mais prix élevés) ;
- ✓ Culture en période intermédiaire (semis février à mars, récolte avril à juin : croissance relativement meilleure, rendements acceptables ;
- ✓ Culture en période chaude (saison) semis avril à juillet et récolte juillet à octobre : croissance rapide, rendement élevé, prix inférieurs ;

Choix variétal

On distingue 2 types de variétés :

- ✓ variétés fixées classiques (Clemson Spineless, Puso, Pop 12, Indiana, etc.) assez performantes ;
- ✓ variétés hybrides : nouvelles en Afrique, très convenables pour l'export (caractéristiques externes, productivité) en conditions de cultures intensives.

Récolte et rendement

- ✓ Occupation du terrain : 4 à 5 mois après semis ;
- ✓ Début récolte : 1,5 à 2 mois après semis ; stade de récolte : entre 6 et 7 jours maximum après ouverture des fleurs pour éviter la lignification des capsules qui doivent être tendres et homogènes.

- ✓ Durée de récolte : 55 à 100 jours après semis
- ✓ Rendement :
 - période fraîche : 2 à 5 tonnes / ha
 - période intermédiaire : 5 à 8 tonnes / ha
 - période chaude : 15 à 30 tonnes / ha

PIMENT

Position systématique et choix des précédents culturaux

Le piment Capsicum chinense est un légume-fruit tropical cultivé pour le marché intérieur et extérieur.

- ✓ Famille botanique: Solanacées
- ✓ Plante de la même famille: tomate, jaxatu, pomme de terre, etc.
- ✓ Précédents culturaux défavorables : aubergine, roselle, autres solanacées
- ✓ Précédents pas spécialement conseillés: légumineuses, composées, tubercules, gombo.
- ✓ Précédents favorables: Allium, céréales, canne à sucre, engrais vert de graminées, amarante, chou, maïs, etc.

Choix variétal

- ✓ Beaucoup de variétés locales confinées dans les zones de production.
- ✓ Variétés sélectionnées: Safi, Jaune du Burkina, Piment Antillais, Scotch Bonnet, etc.

Récolte et rendements

- ✓ Durée de la pépinière: 45 à 60 jours ; Occupation du terrain : 10 mois ;
- ✓ Début récolte : 3 à 4 mois après repiquage ;
- ✓ Attention ! ne récolter que les fruits mûrs ;
- ✓ Rendement moyen: 8 à 15 T/ha.

Résumé de la fiche technique « Commerce de détails »

Généralités

Le commerce de détail est exercé par les hommes et femmes de tout âge quel que soit la zone urbaine ou rurale. Les produits mis en vente sont généralement les denrées de première nécessité et/ou de consommation courante (riz, sucre, huile, savon, lait, etc.

Il est exercé généralement à domicile (garage transformé en boutique ou construction d'une cantine) ou dans l'environnement des marchés, gares routières, centre d'affaires, etc.

L'activité du commerce de détails ne nécessite pas un niveau d'instruction élevé ; toutefois des compétences en calcul (addition et soustraction) sont indispensables à sa conduite. En sus, certaines formations sont recommandées pour une bonne gestion

Formation

- Formation en comptabilité simplifiée ;
- Structures de formation : Chambres consulaires (Chambre de Commerce);
- Coût de la formation sur trois (3) jours (125 000 F.CFA) : Des structures étatiques comme le 3FPT prennent en charge 80 à 90% du coût de telles formations
- Coût de coaching (2 jours par mois durant 2 mois) : 50 000 F.CFA

Types de clients et saisonnalité des ventes

- Les consommateurs constitués par le voisinage qui s'approvisionne au quotidien ;
- Périodes hautes ventes : Evénements sociaux (baptême, mariage, fête de fin d'année) et religieux (Korité, Tabaski, Noel, Gamou, Magal, etc.) ;
- Périodes basses de prestations : Dépend du calendrier des fêtes religieuses généralement.

Nécessaire au démarrage (Investissement initial)

Investissement initial		Montant (FCFA)
Libellés		
Balance		45 000
Calculatrice		4 500
Aménagement (étagères, décoration)	commerce peinture,	300 000
Congélateur		450 000
TOTAL INVESTISSEMENT		799 500

Compte d'exploitation prévisionnel

RUBRIQUES	Marge Brute	Charges d'Exploitation
Riz (en sacs de 50kg)	28 000	
Huile (bouteille 20l)	38 000	
Sucre (sacs)	38 000	
Oignon (sacs)	14 000	
Pomme de terre (sac)	14 750	
Lait (sac)	20 000	
Lait (paquet)	16 800	
Tomate (tablette)	10 300	
Savon (carton)	12 000	
Produits sanitaires (savon, eau javel)	12 000	
Biscuiterie	2 500	
Bonbons	6 000	
Eau fraîche, glaces, boissons, etc	113 525	
Produits divers (parfum, thé, bougies, gâteau, etc	33 150	
Produits cosmétiques	71 400	
TOTAL	430 425	
Electricité		67 500
Frais de formation		35 000
Contribution globale unique (CGU) = = 2% du chiffre d'affaires réalisé		40 236
Location		165 000
BENEFICE		122 690

Synthèse

DESIGNATION	MONTANTS (EN F.CFA)
Investissement initial	799 500
Frais de formalisation de l'entreprise	25 000
Fonds de roulement (3 mois)	1 848 850
TOTAL (en F.CFA)	2 673 350
TOTAL (en €)	4 075

Résumé de la fiche technique « Centre multiservices »

Généralités

L'activité de centre multi-services est exercée par les hommes et femmes de tout âge et essentiellement en zone urbaine. Les services offerts sont généralement la reprographie, la saisie, l'impression et le scan de documents et la vente de produits bureautiques. Parfois, elle est associée à la vente de produits téléphoniques et les services de transfert d'argent. L'activité est exercée généralement à proximité des établissements scolaires et des services administratifs.

Mais compte tenu de l'étroitesse du marché de Matam pour faire du volume, il est nécessaire que le migrant de retour promoteur :

- puisse développer des compétences en informatique afin d'alléger ses charges de fonctionnement ;
- développer des activités connexes telles la vente de produits rafraichissants

Types de clients et saisonnalité des ventes

- Les élèves et les personnels enseignant et administratif des établissements scolaires ;
- Les services de l'administration publique et parapublique ;
- Période de haute vente : l'année scolaire ;
- Période basse de prestation : L'hivernage.

Nécessaire au démarrage (Investissement initial)

Libellés	Montant (FCFA)
Recharge initiale/Caution (transferts d'argent)	1 500 000
Aménagement	300 000
Ordinateur portable	275 000
Photocopieuse	450 000
Imprimante_+_scanner	65 000
Congélateur	400 000
Matériel mobilier de bureau (Bureau_+_chaises)	75 000
TOTAL INVESTISSEMENT	3 065 000

Fonds de roulement

RUBRIQUES	TOTAL (F.CFA)
Location	165 000
Frais de formation en informatique	60 000
Frais de formation en comptabilité simplifiée	35 000
Produits bureautiques	187 500
Papeterie	175 000
Produits rafraichissants	165 000
Produits téléphoniques	600 000
Electricité	67 500
TOTAL CHARGES	1 455 000

Compte d'exploitation prévisionnel

RUBRIQUES	Valeur d'achat	Charges d'Exploitation
Saisie informatique		
Impression et scan de documents		
Reprographie		
Produits bureautiques	187 500	
Papeterie	175 000	
Produits rafraichissants	165 000	
Produits téléphoniques	600 000	
Produits de transfert	1 500 000	
TOTAL	2 627 500	
Electricité		67 500
Contribution globale unique		63 690
Frais de formation		95 000
Location		165 000
BENEFICE		165 810

Synthèse

DESIGNATION	MONTANTS (EN F.CFA)
Investissement initial	3 065 000
Frais de formalisation de l'entreprise	25 000
Fonds de roulement (3 mois)	1 455 000
TOTAL en F.CFA	4 545 000
Total en €	6 929

7.2 List of contacted persons and structures

STRUCTURES	Informations de contact
Centre National d'Aviculture de Mbao	Km 21 Route de Rufisque, Dakar ; 33 836 22 84. Dr Makhtar Diouf
Direction horticulture	
Association des Unions Maraîchères des Niayes	Mamadou NDIAYE, Directeur, mamadoudiarrandiaye@yahoo.fr ;
Réseau des Organisations Paysannes et Pastorales du Sénégal (RESOPP)	Arona DIOP, Directeur
Chambre de commerce de Matam	
ADEPME	Soyibou ndao, s.ndao@adepme.sn Abdoulaye FAYE 77 579 53 11
ANPEJ	Khouredia NDIAYE, Directrice volet « Retour migrants »
DER	Mamadou NDIAYE, Directeur de la Promotion de l'Entrepreneuriat
ONG GRET	Amadou Kane Diongue diongue.senegal@gret.org Chef projet AJESUD
ONG Planet Positive	Bara NDAO bara.ndaw@positiveplanet.ngo
FAISE	Sokhna Bousso SEYE Responsable Division Projets et Partenariat du FAISE, 77 753 38 26
ONG VIS (Volontariato Internazionale per lo Sviluppo)	<ul style="list-style-type: none"> ✓ Monsieur Sidaty Sow, Agent de terrain du projet UNO au Sénégal, agterrain.uno@gmail.com, 778437564 ✓ Camilla Mazzà, Focal Point - Progetto FAMI West Africa (Mali, Nigeria e Senegal), ✓ Tiziana Meretto, Représentante résidente VIS au Sénégal

7.3 Collection Tools

Guide de collecte (acteurs institutionnels et locaux) :

Structure/Institution :	Interlocuteur :
Date :	Heure :
	Fonction :

Informations/données à collecter	Réponses
Accès à l'activité : Formations requises et les structures en capacité de les réaliser	
Aspects juridiques de la petite entreprise	
Organisation de l'activité	
Concurrence	
Circuit commercialisation	
Risques principaux	
Localisation de la demande	
Coût nécessaire pour la première année dans le fond de roulement	
Opportunités possibles	
Fournisseurs des équipements	
Marché et Prix de vente	
Production/Revenus (pour un (1) ha concernant l'activité agricole	
Nombre de sujets (aviculture) nécessaires au démarrage pour une rentabilité	
Cycle de l'activité agricole	
Nécessaire au démarrage (Local, Installations, Aménagements, Matériel/Equipements minimum) : activités agricole, aviculture, commerce de détail et centre multiservices	
Fonds de roulement pour trois (3) mois	

7.3.2 Guide d'entretien (acteurs institutionnels)

Structure/Institution :	Interlocuteur :
Date : Heure :	Fonction :

Thèmes	Questions clés (non exhaustives)
Facteurs internes	<ul style="list-style-type: none">✓ Sur la base de votre de votre expérience d'appui à l'insertion des migrants de retour, quels sont par ordre d'importance les facteurs internes qui peuvent constituer des forces ?✓ Sur la base de votre de votre expérience d'appui à l'insertion des migrants de retour, quels sont par ordre d'importance les facteurs internes qui peuvent constituer des faiblesses ?
Facteurs externes	<ul style="list-style-type: none">✓ Sur la base de votre de votre expérience d'appui à l'insertion des migrants de retour, quels sont par ordre d'importance les facteurs externes qui peuvent constituer des opportunités ?✓ Sur la base de votre de votre expérience d'appui à l'insertion des migrants de retour, quels sont par ordre d'importance les facteurs externes qui peuvent constituer des menaces ?
Parole libre (recommandations)	✓

7.3.4 Questionnaire (Migrants de retour)

Présentation et consentement

Mon nom est [.....]. Je travaille pour le compte du consultant Mansa Kaly Dontan OUALY chargé de mener une étude Etude sur les montants planchers des aides à la réinsertion pour des projets de création d'entreprise dans les secteurs d'activité clés du retour

- ✓ L'objectif de l'entretien est de prendre des informations relatives à cette étude.
- ✓ Toutes les informations recueillies sont confidentielles, la participation à l'enquête est volontaire

I. PROFIL/PRESENTATION GENERALE

1. **Nom et prénom :**

2. **Téléphone :**

3. **Quel est votre âge ?**

- Moins de 36 ans
- Entre 36 et 45 ans
- Plus de 45 ans

4. **Genre**

- M
- F

5. **Quel est votre niveau d'instruction ?**

- Préscolaire
- Primaire
- Moyen
- Secondaire
- Supérieur
- Autres (à préciser)

6. **Région**

- Dakar
- Thiès
- Matam

7. **Zone :**

- Urbaine
- Rurale

II. COÛT DE LA VIE

8. **Nombre de personnes à charges**

- Aucune
- Moins de 5 personnes
- Entre 5 et 10 personnes
- Plus de 10 personnes

9. **Nature du logement**

- Maison familiale
- Location
- Logement personnel
- Autres (à préciser)

10. Estimation de vos dépenses moyennes mensuelles

DEPENSES	MONTANT MOYEN MENSUEL (en F.CFA)
Nourriture/Alimentation	
Habitat/Logement	
Transport	
Santé	
Education	
Divers (loisirs, etc.)	

III. RETOUR D'EXPERIENCE

11. ³Quel est votre retour d'expérience sur les facteurs internes relatifs à la mise œuvre de votre activité (1= nul, 2= faible, 3 = assez bien, 4 = bien, et 5 = très bien)

Facteurs internes	Scores				
	1	2	3	4	5
1. Compétences/Connaissances acquises durant mon séjour à l'étranger	<input type="checkbox"/>				
2. Soutien psychologique de ma famille	<input type="checkbox"/>				
3. Mon expérience personnelle/Maitrise de l'activité	<input type="checkbox"/>				
4. Soutien financier de ma famille	<input type="checkbox"/>				
5. Autres (à préciser)	<input type="checkbox"/>				

12. Quel est votre retour d'expérience sur les facteurs externes relatifs à la mise œuvre de votre activité (1= nul, 2= faible, 3 = assez bien, 4 = bien, et 5 = très bien)

Facteurs externes	Scores				
	1	2	3	4	5
1. Existence de dispositif d'appui à l'insertion	<input type="checkbox"/>				
2. Existence de dispositif d'appui à la création d'entreprise	<input type="checkbox"/>				
3. Existence de dispositif d'appui à l'accès au financement	<input type="checkbox"/>				
4. Existence d'un marché pour mon activité	<input type="checkbox"/>				
5. Autres (à préciser)	<input type="checkbox"/>				

13. Avez-vous des suggestions pour l'amélioration de mise en œuvre de vos activités ? Si oui, lesquelles

Merci beaucoup pour vos réponses !

³ La question est ouverte, les suggestions de réponses servent juste à faciliter le renseignement du questionnaire