



INITIATIVE ON
Agroecology

Agroecology Initiative

Business Incubator program

Business model: Jamm Bugum Bakery

Promoting local products: production of millet-based bread



Technical report on the progress of the action plan

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Introduction

Senegal's socioeconomic framework, developed in 2014, was designed before the emergence of the Sustainable Development Goals (SDGs). As a result, sustainable development and agroecology were not explicitly integrated into its strategic objectives. This planning document, called the Emerging Senegal Plan (PSE), has however evolved to adopt a more ecological vision thanks to advocacy efforts and the dynamics of the agroecological transition that has emerged in Senegal. The PSE has thus been enriched and renamed PSE_vert, marking the integration of agroecology into national policies.

The involvement of agroecology in public policies is now strong at the national level. However, at the local level, the dynamic remains insufficient and local policies continue to leave limited, or even negligible, space for agroecology.

In this context, local initiatives such as the Dytael of Fatick have set themselves the objective of territorializing agroecology. Chosen as an Agroecology Living Landscape (ALL), this initiative benefits from the support of the One CGIAR agroecological initiative, which aims to promote a voluntary and responsible adoption of agroecology in local development policies. Thus, in many municipalities making up the ALL, such as Niakhar, agroecology is now integrated into municipal development policies (PDC).

To operationalize these PDCs, the municipalities rely on local initiatives and highlight actions in favor of agroecology. The municipality of Niakhar, which hosts the Jamm Bugum association (currently in charge of the secretariat and leadership of Dytael), relies on the activities of this association to advance in the agroecological transition.

Jamm Bugum works towards the territorialization of local value chains, particularly that of millet, by developing an integrated value chain. The association promotes the valorization of local products through the production of compound bread that substitutes wheat with 30% of locally produced millet. In addition, Jamm Bugum supports the agroecological transition of local millet production and offers commercial outlets, thus placing its action in a broader vision of valorizing local value chains. As leader of the ALL, Jamm Bugum wants to make its integrated value chain model a showcase for the promotion of agroecology in the department of Fatick.

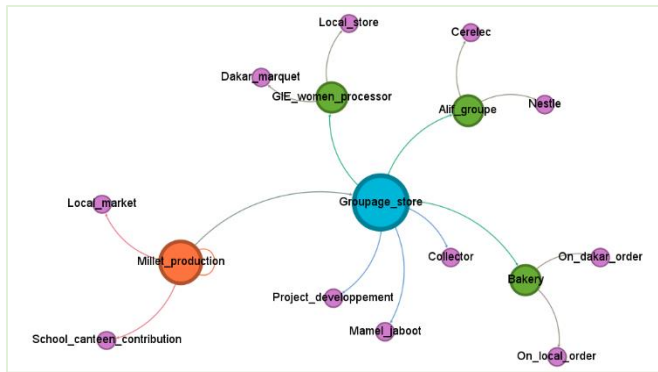
As part of its support for local initiatives, the One CGIAR Agroecology initiative, through its third component –WP3– dedicated to the development of value chains within the framework of the business incubation program, supported the action plan of this dynamic to the tune of USD 20,000. This support aims to increase the production and marketing capacity of the bakery, in order to strengthen its socio-economic impact, particularly in terms of income generated and jobs created.

Brief presentation of the association

Jamm Bugum, initially dedicated to the socio-cultural development of young people, has expanded its activities to meet the challenges of the local population, with a particular focus on agriculture. In 2015, the adoption of the SDGs and the designation of Senegal as a pilot country for agroecology by FAO marked a turning point for the association, which then adopted a sustainable and environmentally friendly approach. It focused its strategy on quality production, reduction of chemical inputs, and partnerships with niche markets.

However, the export of raw materials such as millet has been seen as a brake on local employment and food self-sufficiency. Faced with health and geopolitical crises, Jamm Bugum decided to relocate millet value chains, creating an EIG to intervene in production, storage, and processing, with the opening of a bakery integrating 30% millet in bread. It trained its members with the help of the Institut de Transformation Agroalimentaire du Sénégal and is piloting the

Local Dynamics for Agroecological Transition (DyTAEL) of Fatick, aiming to make the region an agroecological model by 2035.



Dakar interior of the country

Local

School canteen, parents' contribution: "community subsidy"

Agroalim: compound bread, thiakry, couscous...

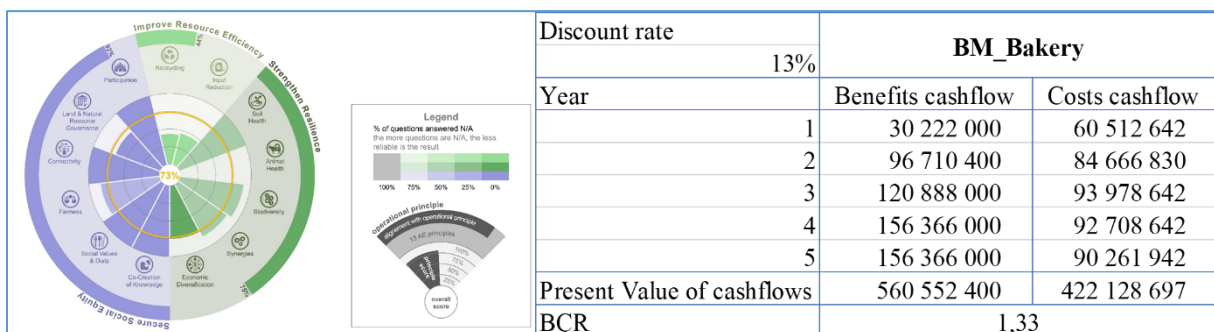
The current situation of the bakery

The reference situation of the GIE JAMM AGRO BUSINESS bakery is characterized by its central role in the commune of Niakhar, which includes 32 villages and a population of more than 77,784 people. Since its creation in 2019, the bakery has quickly established itself thanks to the quality of its products, establishing a significant market share. Currently, it produces around 3,000 loaves of bread per day, mainly baguettes made from wheat flour, while gradually integrating variants enriched with local cereals such as millet, moringa leaf powder and corn flour. Production is carried out at night and early in the morning, and distribution is ensured by three vehicles, reaching all 32 villages. Sellers make a profit margin of 10%, which contributes to the dissemination of the products in the region.

The bakery has achieved a notable level of success, but it faces significant challenges in meeting the growing demand from the community and expanding its offering. Its current production capacity is limited and does not meet all needs, particularly for niche products such as cakes, biscuits and baby food. The business has managed to create jobs for local youth, but it is looking to expand its team and improve production and safety conditions.

In terms of agroecological transition, bakery has an overall score of 73%, supported by strong social security (92%) and resilience assessed at 75%. However, there is still work to be done to improve equity and influence on natural resource governance. This is an area where the transition remains less advanced.

The baseline situation therefore indicates that the bakery is at a stage of success but needs to invest in additional equipment to increase its production capacity, diversify its products and adopt more sustainable practices, particularly in terms of energy and resource management.



The strategic vision of the bakery

The vision of GIE JAMM AGRO BUSINESS bakery is to become a key player in the transformation and valorization of local products, while meeting the food needs of the community. It aims to offer high-quality bakery products, enriched with local ingredients such as millet, corn and moringa leaf powder, to promote nutrition, sustainability and self-sufficiency.

The bakery aims to play a key role in local economic development, creating jobs and supporting local agricultural production. By diversifying its product range with innovative breads, cakes, biscuits and children's food, it aims to offer healthy and accessible alternatives while consolidating its market share.

The vision is to contribute to an efficient relocation of the bakery value chain, combining tradition and innovation to improve the well-being of the population and promote inclusive and sustainable growth.

Bakery action plan to expand action capabilities

The GIE JAMM AGRO BUSINESS bakery's action plan aims to double its production capacity from 1,500 to 3,000 loaves per day by integrating 30% of local cereals (millet, corn, moringa). This involves purchasing new equipment such as an oven and mixer and installing three additional kiosks to improve distribution. Product diversification includes the production of cakes, biscuits and baby food based on local cereals. The plan also includes the creation of six new jobs, continuous training of staff and the adoption of quality and safety standards. Finally, the bakery will support the local economy by collaborating with farmers and minimizing waste, thus consolidating its role in the relocation of the food value chain and community resilience.

Actions taken to implement the action plan

❖ Participation in the competition for the best baker of local cereal bread

At the end of October 2024, the National Federation of Bakeries of Senegal organized in Dakar the competition for the best baker of cereal bread. The Jamm Bugum bakery took part in this national competition, thus achieving a significant communication and marketing coup. In addition to this aspect, the bakery demonstrated its expertise in the production of compound bread by reaching the semi-finals of the competition.



❖ Acquisition and reception of new equipment to expand its capacity for action

The bakery is strengthened thanks to the new equipment acquired.



Oven installed in the bakery

With the first tranche (13,885.24 USD) of payment of the funding of the agroecology initiative within the framework of the business incubator to boost local business models and initiatives, the following equipment was purchased and received. This is the production equipment (oven, cart, tray and pretrin) to increase the production capacity in accordance with the productivity objects set out in the action plan (Purchase invoice in annex).



Counter installed to improve reception and marketing image of the company

Description	Number of units	Unit Price_USD	Amount_USD
Oven 40xG0	1	7,741.19	7,741.19
40X60 trolleys	4	403.19	1,612.75
Tray x 40x60	40	40.32	1,612.75
Spiral mixer 2 S Kg	I	4,531.31	4,531.31
Total			13,885.24

Perspectives

Efforts to increase production will continue with the acquisition of a batch of equipment dedicated to this objective. Subsequently, marketing and commercial infrastructures will be developed thanks to the second payment of financing funds, allowing a better valorization of production, the conquest of new niche markets and an optimized management of competition thanks to improved sales spaces.

The potential impacts of the implementation of this action plan on income, employment and the valorization of local products will be assessed and shared with WP3 of the One CGIAR Agroecology initiative.

Conclusion

The GIE JAMM AGRO BUSINESS bakery illustrates the potential of relocating value chains to stimulate local development and promote agroecology. By promoting local cereals such as millet, it contributes to job creation, improving incomes and strengthening food resilience.

Thanks to the support of the One CGIAR Agroecology initiative, it is establishing itself as a model of sustainability and innovation, with promising prospects for expanding its markets and supporting the transition towards the development of territorialized food systems supported by high-performing local businesses model.