



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION



Programme for Country Partnership
Senegal

PCP ANNUAL REPORT

Senegal



Reporting Period
2018



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INDUSTRIAL DEVELOPMENT ORGANIZATION



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PCP SENEGAL – AT A GLANCE

Country	Senegal
Status	Programming phase: started August 2014 Implementation phase: started April 2015 Expected completion date: December 2019
Principle national policy/ strategy supported by the PCP	National “Plan Sénégal Emergent”
Focus sectors/areas	Industrial policy, special economic zones, integrated industrial parks, competitive and integrated agro-poles, regional mining hub
Main participating ministries	Presidency (Bureau of follow-up to the Plan Emerging Senegal - BOS); Prime Minister Office; Ministry of Industry and Small and Medium Industry; Ministry of Economy, Finance and Planning; Ministry of Investment Promotion and Partnerships
Key development partners	Financial institutions: African Development Bank, European Investment Bank, International Fund for Agricultural Development, Islamic Development Bank and World Bank Bilateral/multilateral financing partners: AFD (France), China, Enabel (Belgium), GIZ, KfW (Germany), JICA (Japan), Luxembourg, European Union, Global Environment Facility Others: UN entities; business sector; Environmental, Social and Economic Council; Office of Industrial Upgrading; Agency for the Development of Small and Medium Enterprises, National Statistical Agency
Total number of projects ¹	24 projects: 15 national projects and 9 regional/global projects Total funding excl. psc. in US\$: 73.4 million
Total investments leveraged ² (cumulative)	Total: US\$ 535 million Diamniadio Industrial Park: US\$ 40 million public, US\$ 60 million private; Extension (China Eximbank): US\$ 100 million; Sandiara Industrial Park: US\$ 140 million private investment (14 companies); Diass Industrial Park: US\$ 2 million initial private investment (13 companies); Agro-pole North: US\$ 100.7 million; Agro-pole Center: US\$ 30.7 million; Agro-pole South: US\$ 60.6 million
Total PCP volume	US\$ 608.4 million

1 **Funding secured:** The total budget (net of programme support costs) under signed agreements for UNIDO programmes and projects.

2 **Funding leveraged:** Financial contributions allocated by public or private partners towards objectives pursued in a PCP. They are contributed partly as a result of UNIDO interventions within the framework of the PCP. Such resources are not channeled through UNIDO’s accounts and accordingly not under the Organization’s direct control.

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1. EXECUTIVE SUMMARY

The Programme for Country Partnership for Senegal (PCP Senegal) was officially launched in April 2015 by the Prime Minister of Senegal, Mahammed Dionne, representatives of the Ministry of Industry, and UNIDO. The PCP supports the implementation of the industrial component of the Plan Sénégal Emergent (PSE), the country's national development policy initiated by the government in 2014, under the leadership of President Macky Sall. PCP Senegal aims to accelerate inclusive and sustainable industrialization in Senegal through the mobilization of partners, resources and expertise towards flagship national industrial projects. Through the PCP, UNIDO delivers an integrated service package to the Government of Senegal, providing technical assistance and policy advice, and facilitating the overall coordination of the programme.

The five priority areas of PCP Senegal reflect the priorities and flagship projects of the PSE: (i) industrial policy development; (ii) the establishment of competitive and integrated agro-poles; (iii) the operationalization of a new generation of integrated industrial parks; (iv) the development of a regional mining hub; and (v) the reform on special economic zones and the related incentive package. Implementation of these flagship projects has been successfully initiated and/or prepared for further development.

PCP Senegal is also supporting cross-cutting interventions related to: private sector development and investment promotion; youth and women employment; environment and sustainable energy; trade facilitation and quality; science, technology and innovation for industry; and South-South and triangular industrial cooperation. Through 15 country projects and 9 regional and global projects implemented by UNIDO, with the financial support of China, the European Union, France (AFD), Luxembourg, the Global Environment Facility, Senegal and other UNIDO Member States through various Trust Funds, the PCP has contributed to mobilizing a total of US\$ 73.4 million in grants. Partnership building throughout 2018 should materialize in growing financial support for PCP Senegal activities in 2019 and beyond.

The Government of Senegal and UNIDO have worked together to initiate and strengthen partnerships with development partners, including financial institutions, for funding prefeasibility studies to help leverage investments for PCP Senegal priorities. Funding amounting to US\$ 2 million for the agro-pole feasibility studies was approved in principle by the Government, the African Development Bank (AfDB) and Enabel (Belgium's development agency) for signature in 2019. Additional investments amounting to US\$ 190 million for the agro-poles are under discussion with the AfDB, the Islamic Development Bank (IsDB) and Enabel. In addition, significant investments have been leveraged towards the establishment of integrated industrial parks, particularly the integrated industrial park of Diamniadio. The Government has invested more than US\$ 40 million and seven private companies have cumulatively invested more than US\$ 60 million, creating 1,000 local jobs and expecting to recruit an additional 4,000 youth and women by the end of 2019. In the industrial park of Sandiara, private investments under development are expected to reach US\$ 140 million and create around 5,000 new jobs. Thirteen private investors have indicated their interest in the Diass industrial park, with investments expected at a minimum of US\$ 170,000 each, expecting a total investment of over US\$ 2 million and the creation of around 2,000 jobs in 2019-2020. In total, around US\$ 535 million in investments are expected to be leveraged by the PCP. Taking into account all financial contributions such as grants, loans and direct investments, the PCP has helped to leverage more than US\$ 600 million with limited seed money.

Through enhanced coordination, structuring and visibility of industry-related activities, PCP Senegal has contributed to repositioning inclusive and sustainable industrialization as a central priority of the government and, increasingly, of its development partners. The new national Priority Action Plan for 2019-2023 presented to the donor community at the Consultative Group meeting in Paris in 2018, states that “Inclusive and Sustainable Industrialization” is a priority for the country (Strategic Objective 6) and that partnerships with UNIDO should be reinforced, demonstrating the Government’s appreciation of the PCP. The Government has also indicated that the PCP will be supported through a national budgetary allocation of US\$ 6.2 million in this next phase of the PSE, an increase from the US\$ 4.5 million allocated to support the PSE 2015-2018.

The support of the international community to Senegal’s national development agenda was demonstrated at the Consultative Group meeting held in Paris in December 2018. The international community pledged a commitment of US\$ 14 billion instead of US\$ 5 billion requested by the Government of Senegal. Furthermore, the peaceful reelection of President Macky Sall on 24 February 2019 opens a new period of stability and continuity in the reform agenda, and additional opportunities for partners and investors.

2. INTRODUCTION

Following the Lima Declaration, UNIDO developed a new service package to advance inclusive and sustainable industrial development (ISID) in its Member States - the Programme for Country Partnership (PCP). Aligned with the national development agenda and focused on sectors with high growth potential, the PCP supports a country in achieving its industrial development goals. The programme helps mobilize partners, expertise and resources to achieve larger development impact and, as such, contribute advancing the goals of the 2030 Agenda, in particular Sustainable Goal 9 on industry, infrastructure and innovation. The key features of the PCP are: (i) host government ownership; (ii) selected priority industrial sectors or areas; (iii) a multi-stakeholder partnership; and (iv) the facilitation of public and private investment.

Ethiopia and Senegal were selected as the first two countries to pilot the new approach. UNIDO conducted high-level scoping missions in late 2014 to consult with relevant stakeholders and develop the pilot PCPs. In December 2015, Peru became the third PCP pilot country and in 2017 two new PCP countries were selected: Cambodia and Kirghizstan. In 2018, Morocco became the pilot PCP for the Arab region.

A multidisciplinary technical team undertook a mission to Senegal during August and October 2014 to initiate the formulation of PCP Senegal. The programme was developed in consultation with development partners, the business sector and financial institutions, under the overall leadership of the Government of Senegal (GoS). In February 2015, the GoS approved the PCP Senegal programme document. The programme officially launched by the Prime Minister of Senegal in April 2015 marking the beginning of the implementation phase.

The PCP is being implemented within the framework of the Plan Sénégal Emergent (PSE), the country’s national development strategy. The overall objective of the PSE is to transform Senegal into “an emerging country by 2035 with social solidarity and a state of law”. The PCP is supporting the implementation of the industrial component of the PSE, with focus on several priority industrial projects aimed at spearheading the structural transformation of the economy.

This report highlights the main activities and key achievements of PCP Senegal until December 2018. The PCP Senegal is being implemented within the framework of the PSE, which is aligned with the Sustainable Development Goals (SDG), including SDG 9 on resilient infrastructure, inclusive and sustainable industrialization and innovation, as well as with the Third Industrial Development Decade for Africa 2016-2025 (IDDA III) and the United Nations Development Assistance Framework (UNDAF) for Senegal.

PCP Senegal focuses on five main areas: (i) industrial policy; (ii) the establishment of competitive and integrated agro-poles; (iii) the operationalization of a new generation of integrated industrial parks; (iv) the development of a regional mining hub; and (v) a reform on special economic zones (SEZs) and the related investment package. The PCP also integrates complementary cross-cutting interventions according to government-defined priorities, which allow UNIDO to present a multidimensional service package to Senegal in the areas of: private sector development; investment promotion; youth and women employment; environment and sustainable energy; trade facilitation and quality; science, technology and innovation for industry; and South-South and triangular industrial cooperation.

3. ALIGNMENT WITH AND CONTRIBUTION TO UNDAF

As a member of the UN Country Team (UNCT), UNIDO has regularly contributed to the elaboration of the UNDAF for 2011-2016, which includes UNIDO priorities in the following strategic axes:

- Creation of opportunities for the economic development of rural areas.
- Improvement of the equitable access of populations to basic social rights and services, social protection and sustainable development.
- Reinforcement of governance at central and local levels to support human sustainable development.

In 2018, the new UNDAF for 2019-2023 was elaborated and finalized. As President of Senegal's UNCT Programme Committee, UNIDO participated in the elaboration, validation and signature of the UNDAF with the Ministry of Economy, Finance and Planning. In the new phase 2019-2023, UNIDO will contribute to all pillars of the UNDAF which are aligned with the PSE:

1) Inclusive and sustainable economic growth: Through PCP flagships projects such as the special economic zones, industrial parks, agro-poles and the regional mining hub, UNIDO will support large-scale employment creation, contributing to inclusive and sustainable industrialization, one of the major priorities of the PSE.

2) Access to basic quality social services and social protection: UNIDO will support this pillar through better access to food security with agro-industrial activities, and through vocational training and the inclusion of youth and women.

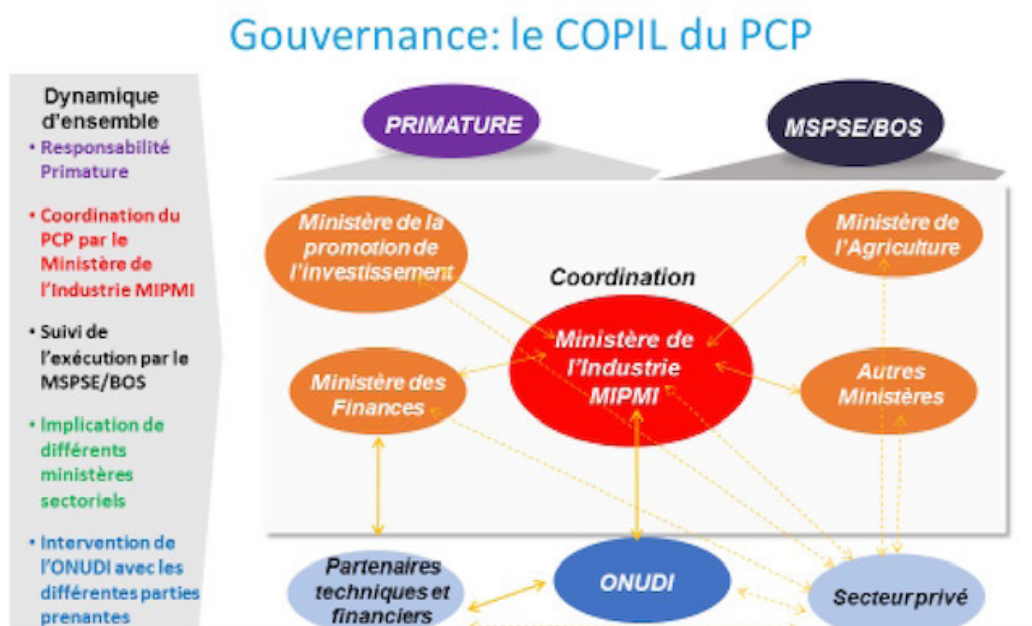
3) Governance, peace and security: UNIDO's support will focus on industrial governance through the PCP Steering Committee and initiatives related to industrial policy.

In its role as President of the Programme Committee, UNIDO will also contribute to regular monitoring of UNDAF implementation in Senegal.

4. PROGRAMME-LEVEL RESULTS

4.1 COORDINATION AND GOVERNANCE

In Senegal, the PCP is coordinated through the PCP Steering Committee under the coordination of the Ministry of Industry and the overall supervision of the Prime Minister’s Office and the Ministry for the Plan “Emerging Senegal”. It brings together various ministries involved such as: the Ministry of Economy, Finance and Planning, the Ministry of Investment Promotion and Partnerships, and sectoral ministries (Agriculture, Livestock, Vocational training, etc.), as well as all stakeholders, particularly development partners and the private sector. The PCP Steering Committee reviews progress made and provides guidance for future implementation. For important flagships projects such as the agro-poles, a National Working Group was established in 2018, as well as a Technical Restricted Group to deal with technical issues during the preparatory phase (feasibility studies). In addition, each cross-cutting thematic project has its own governance system (Steering Committees).



4.2 PARTNERSHIP AND RESOURCE MOBILIZATION

The PCP partnership and resource mobilization priorities are to develop dialogue with development partners and the private sector, and leverage complementary public and private resources (technical, financial and human) for more investments and impact in terms of jobs, exports, industrial modernization and technology uptake.

Dialogue with development partners

UNIDO has been working to establish a regular dialogue on inclusive and sustainable industrialization with Senegal’s development partners and the private sector. Through its participation in regular meetings of the Donor Group (G50) and presentations to different stakeholders, UNIDO has raised the visibility and understanding of the PCP, its main objectives and components. These efforts are within the context of a major reform of the G50 that has led to the establishment of a more restricted group of 15 members (G15), under the supervision of an Executive Committee (COMEX). Technical working groups (business environment, agriculture, education, etc.) continue regular activities, while

restricted groups are responsible for more focused and strategic dialogue with the government. As a result of the growing visibility of the PCP and the increasing interest of development partners, some of the PCP's main components (industrial parks, agro-poles, industrial policies, etc.) were included in the agenda of the G15 for further information and dialogue over the course of 2019. In addition, UNIDO maintains regular bilateral dialogue with development partners, in particular:

- **Financial institutions:** African Development Bank (AfDB), World Bank (WB), European Investment Bank (EIB), Islamic Development Bank (IsDB), Arab Bank for Economic Development in Africa (BADEA), Sovereign Fund for Strategic Investments (FONSIS), Guarantee Fund for Priority Investments (FONGIP).
- **Bilateral/multilateral financing partners:** Agence française de développement (AFD), China, Enabel (Belgium), GIZ, KfW (Germany), Japan International Cooperation Agency (JICA), Luxembourg, European Union.
- **UN entities:** International Fund for Agricultural Development (IFAD), International Labour Organization (ILO), United Nations Population Fund (UNFPA), Food and Agriculture Organization (FAO), United Nations Capital Development Fund (UNCDF), UNWOMEN, United Nations Office for West Africa and the Sahel (UNOWAS), Climate Technology Centre and Network (CTCN), United Nations Economic Commission for Africa (UNECA), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), United Nations Institute for Training and Research (UNITAR).

In the future, it is foreseen that partners directly interested and involved in the implementation of the PCP will become members of the PCP Steering Committee.

Resource mobilization

1) Government of Senegal (GoS)

In October 2016, the GoS, through the Ministry of Economy, Finance and Planning (MoEFP), signed an Industrial Development Funding (IDF) agreement with UNIDO. The IDF confirmed the GoS's allocation to UNIDO of an amount of USD 4.5 million for the period 2015 to 2018. The signing of the agreement confirmed the government's full commitment to the implementation of the programme and demonstrated its trust in the PCP as an effective model for operationalizing the industrial component of the PSE. The IDF agreement aimed to contribute to funding UNIDO technical assistance in areas such as conducting pre-investment services to trigger partners' interests in investing in flagship industrial projects of the PSE. The first tranche of the IDF agreement between GoS and UNIDO was transferred to UNIDO (US\$ 984,000) in June 2017; the release of a second tranche was secured in the 2017 financial law under the Ministry of Industry's budget. The 2018 tranche was incorporated in the 2018 draft financial law. A contribution of US\$ 554,000 was transferred to UNIDO in 2018 to finance part of the feasibility study for the agro-pole South. In 2019, UNIDO will pursue consultations with the government on the remaining tranches of Senegal's financial contribution to the PCP.

UNIDO has worked with the GoS to support the strategic planning and programming process for the next cycle of the Priority Action Plan of the PSE 2019-2023. "Inclusive and sustainable industrialization" features as "Strategic Objective 6" in the new Priority Action Plan of the PSE for 2019-2023. The new Priority Action Plan also emphasizes reinforcing partnerships with UNIDO and allocates a financial contribution of US\$ 6.2 million for the PCP.

2) Development partners

One of the major objectives of the PCP is to develop partnerships with financial institutions to leverage complementary resources and increase the impact of interventions. For this reason, dialogue with several financial institutions was reinforced in 2018, in particular related to PCP flagship projects:

- **Integrated and competitive agro-poles:** The AfDB, the IsDB and Enabel (Belgium cooperation) pledged their commitment to finance feasibility studies and future investments for the agro-poles in the North, Center and South of the country. The World Bank has financed stakeholder consultations in the Northern region for the establishment of the North agro-pole.
- **Industrial policy:** Within the framework of the UNIDO-AfDB partnership, consultations are ongoing on the funding of two feasibility studies; one on the review of the industrial policy and the other on the potential of the leather and skins sector for exports and job creation.
- **Regional mining hub:** As part of the UNIDO-AfDB partnership, the AfDB expressed interest in financing a feasibility study on the establishment of a regional mining hub.
- **Global Environment Facility (GEF)** Two projects are under development to support agricultural development and sustainable energy.

3) Bilateral partners

- **Luxembourg:** A joint UNIDO-ILO proposal focused on job creation through better access to finance for micro, small and medium enterprises (MSMEs) and young entrepreneurs will be funded in 2019 by the Grand-Duché of Luxemburg (PCP component on private sector development/human capital).
- **Germany:** Within the framework of the G20 Compact with Africa, consultations are ongoing for cooperation in 2019 focused on upgrading capacities of local producers, and developing vocational trainings within the framework of the agro-poles.
- **Japan:** The UNIDO Investment and Technology Promotion Office in Tokyo will finance an adviser in the UNIDO Office in Dakar in 2019 to support Japanese private investments in Senegal and prepare for TICAD 7 in Yokohama.
- **EU:** under a new regional programme on competitiveness, the EU will support Senegal Quality System and West Africa economic integration, starting in 2019.
- **EU/ACP:** Under the 11th European Development Fund (EDF), the Secretariat General of the Africa, Caribbean and Pacific (ACP) Group of States will support business-friendly and inclusive national and regional policies and the strengthening of productive capabilities and value chains in ACP countries. This project will benefit Senegal, including as a possible pilot country.

Other ongoing consultations with various development partners might lead to additional resource mobilization in 2019.

4.3 RESULTS OF PCP ADVISORY SERVICES

PCP advisory services focused on support related to industrial policies and challenges and the reinforcement of the GoS' capacity to mobilize partners and resources for advancing industrialization.

Industrial policy

After the incorporation in 2017 of the reference to PCP Senegal in the industrial policy paper 2017-2023 of the Ministry of Industry and Mining, the *Lettre de Politique Sectorielle de Développement de l'industrie (LPSD)*, an Action Plan was developed in 2018 that includes future industrial investments and activities of the government, including with the contribution of UNIDO and the PCP. The LPSD was supported by UNIDO's technical expertise and policy advice, and related activities integrated in the government's public investment programme. In addition, the study on "Growth Identification for Industrial Upgrading and Diversification" (GIFIUD) delivered in 2015 by UNIDO and the National School of Development, Peking University, was discussed for potential implementation and follow-up. The study identified the leather industry as a potential sector for high growth that could be supported in the context of the agro-poles. Consultations took place with the AfDB which, in the framework of its bilateral cooperation with UNIDO, expressed interest in financing two studies in 2019: a review of the industrial policy and a feasibility study on the upgrading of the leather sector.

Partnerships and resource mobilization

The UNIDO Office in Senegal has supported the Ministry of Industry and Small and Medium Industries (MIPMI) in further developing relationships with development partners and the private sector. A meeting took place in October 2018 with more than 15 bilateral and multilateral development partners interested in agro-pole initiative which played a key role in pledges by the AfDB, IsDB and Enabel (Belgium) to financially support the establishment of the agro-poles, as well as expression of interest from other partners. This also created momentum for establishing a regular dialogue between the Ministry of Industry and related development partners. UNIDO also supported the visibility of PCP Senegal at the occasion of the forty-sixth session of the Organization's Industrial Development Board in Vienna in November 2018. A large delegation from Senegal participated in the advanced session of the Seventh ISID Forum, which focused on the PCP and aimed to provide Member States with an opportunity to engage in a dialogue with government representatives of PCP countries. At this occasion, the delegation from Senegal, which included the Ambassador of Senegal to UNIDO, the Secretary-General of the Ministry of Industry and Small and Medium Industries, and the Head of Cabinet of the Ministry of Investment Promotion and Partnerships, presented the experience and achievements of Senegal and met with the UNIDO Director General and technical project managers. The UNIDO Office in Senegal also regularly informs headquarters and partners on the advancement of PCP Senegal and maintains regular communication with media/press/social media on PCP achievements.

4.4 TC RESULTS

Implementation of the five priorities of PCP Senegal, which reflect flagship projects of the PSE, were successfully initiated and prepared for further development. This includes: (i) industrial policy development; (ii) the establishment of competitive and integrated agro-poles; (iii) the operationalization of a new generation of integrated industrial parks; (iv) the development of a regional mining hub; and (v) the reform on SEZs and the related incentive package. Partnerships with development partners were initiated, including with financial institutions, for funding prefeasibility

studies that will help leverage investments for PCP Senegal priorities. In addition, PCP Senegal has provided an important framework for financing complementary thematic cross-cutting interventions related to: private sector development and investment promotion; youth and women employment; environment and sustainable energy; trade facilitation and quality; science, technology and innovation for industry; and South-South and triangular industrial cooperation.

As a result of the PCP Senegal framework and partnerships established, funding was mobilized for 15 country projects and 9 regional and global projects, totaling US\$ 73.4 million (grants). In addition, important investments were leveraged particularly for the Integrated Industrial Park of Diamniadio, for which the government invested more than US\$ 40 million and 7 private companies cumulatively invested US\$ 60 million. New grants for the establishment of agro-poles totaling US\$ 1.65 million were approved in principle for signature in 2019. New investments of a total value of US\$ 190 million are expected to materialize at the end of 2019 or beginning of 2020. Other investments will be made in the industrial parks of Sandiara and Diass. Taking into account all grant, loans and investments, the PCP has helped to leverage more than US\$ 600 million.

4.4.1 PCP COMPONENT 1: ESTABLISHMENT OF COMPETITIVE AND INTEGRATED AGRO-POLES

Through the modernization of Senegal's agriculture, agro-poles are expected to attract substantial public and private sector investment to support processing and value addition activities. A prefeasibility study was conducted by UNIDO in 2015 to support the establishment of three agro-poles. On the basis of this study, consultations took place with financial institutions and development partners who pledged their support to the government in the establishment of the agro-poles. In view of this support, the government opted to simultaneously carry out feasibility studies for all three agro-poles (North, Center and South). The feasibility study for the latter, funded by the Government of Senegal, started in December 2018. The feasibility studies for the establishment of the agro-poles in the North and Center regions are expected to be funded by the AfDB and Enabel, the Belgium development cooperation agency, respectively in 2019. Financial partners have pledged to investments totaling US\$ 190 million after the feasibility studies are conducted, which represents substantial leveraging on the initial investment of US\$ 100,000 for the prefeasibility study prepared by UNIDO.

Pipeline (includes grants through UNIDO and parallel funding/investment):

Establishment of competitive and integrated agro-poles/sub-programme title	Covered area	Donor	Nature of funding	Year of funding	Funding (US\$)
Feasibility studies					
1. Feasibility studies for the establishment of competitive and integrated agro-poles North	National	African Development Bank (AfDB) – Korean Fund	Grant and loan to Senegal	2019	700,000
2. Feasibility studies for the establishment of competitive and integrated agro-poles Centre	National	Enabel (Belgium)	Grants through UNIDO	2019	700,000
3. Feasibility studies for the establishment of competitive and agro-poles Centre	National	African Development Bank	Grant/ Loan to Senegal	2019	300,000
4. Feasibility studies for the establishment of competitive and integrated agro-poles South (phase 1)	National	Senegal	Public financing through UNIDO	2018	553,700

Establishment of competitive and integrated agro-poles/sub-programme title	Covered area	Donor	Nature of funding	Year of funding	Funding (US\$)
5. Feasibility studies for the establishment of competitive and integrated agro-poles South (Phase 2)	National	Senegal	Public financing through UNIDO	2019	440,700
Sub-total:					2,694,400
Feasibility studies					
6. Agro-pole North	National	African Development Bank	Grant and loan to Senegal	2018	100,000,000
7. Agro-pole Centre	National	Enabel (Belgium)	Grants through UNIDO	2018	30,000,000
8. Agro-pole South	National	Islamic Development Bank	Loan to Senegal	2018	60,000,000
Sub-total:					190,000,000
Total cost:					192,694,400

4.4.2 PCP COMPONENT 2: OPERATIONALIZATION OF A NEW GENERATION OF INTEGRATED INDUSTRIAL PARKS

On 22 November 2018, the Diamniadio integrated industrial park was officially inaugurated by the President of Senegal together with the UNIDO Representative in Senegal. At this occasion, the President was also presented with the award of Champion of the Third Industrial Development Decade for Africa (IDDA III) 2016-2025. The event took place in the presence of an audience of more than 3,000 people, including the diplomatic community and high-level officials from Senegal. All national TV, media and press covered the event which provided high visibility to the PCP Senegal. The park is already operational with seven national and international companies already installed for a total investment of more than US\$ 100 million, which included US\$ 40 million from the government and US\$ 60 million from the private sector. This has already created an initial 1,000 jobs in light manufacturing (PVC pipes, textile, electric bikes, solar panels and electronics). When the recruitment process is completed in 2019, more than 5,000 jobs will have been created and an additional 17,000 are expected with the extension of the park with the support of the China Eximbank (US\$ 100 million under discussion). UNIDO's technical assistance included the provision of advisory services for the development and management of Diamniadio through the development of its business model and investment incentive package, and the finalization of legal aspects related to the management and administration of the park, among others.

Pipeline (parallel funding):

Operationalization of a new generation of integrated industrial parks/sub-programme title	Covered area	Donor	Nature of funding	Year of funding	Funding (US\$)
1. Diamniadio Integrated Industrial Park	National	Senegal	Direct public financing	2017	40,000,000
2. Diamniadio Integrated Industrial Park	National	Private sector (7 companies)	Private investment	2018	60,000,000
3. Diamniadio Integrated Industrial Park	National	EximBank, China	Loan to Senegal	2019	100,000,000
4. Sandiara Integrated Industrial Park	National	Private sector (14 companies)	Private investment	2019	140,000,000
5. Diass Integrated Industrial Park	National	Private sector (13 companies)	Private investment	2019	2,000,000 (initial)
	Sub-total:				342,000,000

4.4.3 PCP COMPONENT 3: REFORM ON SEZS AND INCENTIVE PACKAGES

The new reform on SEZs and the related incentive package was adopted by the government in 2017 and the operationalization of SEZ governance was initiated. The industrial parks of Diamniadio, Sandiara and Diass were granted SEZ status by the government. UNIDO supported the government through the drafting of two laws and related decrees, as well as advisory support for the drafting of agreements between APIX and APROSI and the respective administrations (customs, labour, environment, tax, etc.) for the establishment of the one-stop-shop in Diamniadio. A recent report on SEZs by the government indicates the possible future development of eight SEZs in Senegal, including industrial parks, a regional mining hub and tourist zones. UNIDO also supported the SEZs through investment promotion, including investors' visits to the parks.

4.4.4. PCP COMPONENT 4: DEVELOPMENT OF A REGIONAL MINING HUB

After preliminary work to develop small and medium-sized enterprise (SME) activities in the Kedougou mining region, UNIDO supported the government in its efforts to mobilize funding for a feasibility study. According to various studies, the mining potential of the country is under-estimated and the capacity of local institutions, enterprises and staff would need to be reinforced in order to fully participate in the mining value chain. The AfDB has expressed interest in funding a feasibility study in 2019, as part of the cooperation between UNIDO and the AfDB on industrialization in Africa, including through the PCP.

4.4.5. PCP COMPONENT 5: INDUSTRIAL POLICY

After the incorporation in 2017 of the reference to PCP Senegal in the industrial policy paper 2017-2023 of the Ministry of Industry and Mining, the *Lettre de Politique Sectorielle de Développement de l'industrie (LPSD)*, an Action Plan was developed in 2018 that includes future industrial investments and activities of the government, including with the contribution of UNIDO and the PCP. The LPSD was supported by UNIDO's technical expertise and policy advice, and related activities integrated in the government's public investment program. In addition, the study on "Growth Identification for Industrial Upgrading and Diversification" (GIFIUD) delivered in 2015 by UNIDO and the University of Pekin was discussed for potential implementation and follow-up. The study identified the leather industry as a potential sector for high growth that could be reactivated in the context of the agro-poles. Consultations took place with the AfDB which, in the framework of its bilateral cooperation with UNIDO, expressed interest in financing two studies in 2019: a review of the industrial policy and a feasibility study on the upgrading of the leather sector.

4.4.6. HIGHLIGHTS OF CROSS-CUTTING PROJECTS

4.4.6.1. ENERGY AND ENVIRONMENT

The progress recorded in cross-cutting interventions is particularly marked by the continued implementation of two GEF Integrated Approach Programmes (IAPs), one on Food Security and the other on Sustainable Cities, aligned respectively to the focus areas on agro-poles and industrial parks.

1) Sustainable Cities Initiative

Senegal is one of the pilot countries of the Sustainable Cities Integrated Approach Pilot (SC-IAP), a global GEF initiative. The latter seeks to support cities in balancing economic, social and environmental considerations in urban planning and management. As part of the SC-IAP, Diamniadio is expected to become a sustainable city model for West Africa, as well as an industry and investment hub that integrates energy efficient, renewable energy and cleaner production solutions. UNIDO and the World Bank are the implementing agencies for the Sustainable Cities Initiative in Senegal, the Diamniadio industrial park also being one of the focus areas of the PCP.

As part of the PCP, UNIDO will provide technical support to: (i) develop an approach for efficient resource use and cleaner production for industries located in Diamniadio; (ii) pilot methods for the reduction of dioxin and furan emissions and industrial hazardous waste; and (iii) promote low-carbon energy technologies.

2) Agricultural Value Chains Resilience Support Project (PARFA)



PARFA is part of a pilot regional programme with twelve country projects, one of them being in Senegal, the Agricultural Value Chains Resilience Support Project (PARFA) funded by GEF 6 (2014-2018), with a budget of US\$ 9.3 for four years. PARFA is jointly implemented by UNIDO and the International Fund for Agricultural Development (IFAD), within the framework of PCP Senegal.

PARFA covers five of the fourteen regions of Senegal in the North and the Center, and aims to improve the resilience of rural communities facing challenges of climate change and land degradation, which harm their livelihoods and subsequently their food security situation. It will create sustainable and remunerative employment for rural people, especially youth and women and is linked to the establishment of the agro-pole in the Center region of Senegal.

The beneficiaries are 5,250 family farms (52,500 persons) with 40% of women and 30% of young people involved in activities of SMEs working in agriculture, livestock, etc.

The project launched at the beginning of 2018 and has developed several activities mainly:

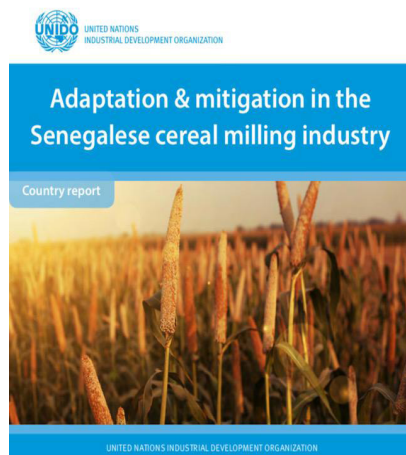
- The signature of conventions with sub-contractors such as the Food Processing technology Institute (ITA) in March and the *Centre de suivi écologique (CSE)* in July 2018.
- Activities of sensitization on climate change and sustainable development to the private and public sector involved in the project (8 workshops with 645 participants).
- A selection of 20 beneficiaries (producers' organizations) for the implementation of a pilot project in food processing and the preparation of a business plan.

3) Sound management of municipal waste for reduction of unintentional emission of POPs (PRODEMUD)

PRODEMUD is part of a regional programme created by ministerial decision, implemented by the Ministry of Environment and classified establishments with a budget of US\$ 16.3 million, with contributions from GEF, UNIDO, the Government of Senegal, PNGD and the two municipalities of Tivaoune and Ziguinchor. Launched in 2016 for five years, PRODEMUD aims to reduce the emissions of persistent organic pollutants (POPs) in two cities in Senegal (Tivaoune and Ziguinchor).

Activities in 2018 focused on the elaboration, sharing and validation of national and technical directives on dangerous waste, putting in place a legal and institutional framework on dangerous waste, the elaboration of five-year plans on dangerous waste for the two municipalities, and the drafting of a proposal for a new law on dangerous products.

4) Low carbon programme



The low carbon programme funded by the Japanese government (US\$ 10.3 million at the global level) and UNIDO, aims to support low carbon production modes in enterprises and, at the same time, improve their productivity and competitiveness. This project targets the food processing sector (seafood, fruits and vegetables) and the valorization of waste into energy to ensure substantial reduction in the cost of energy.

The main activities and results of the project are capacity-building of 21 actors committed to utilizing green production tool, eight SMEs benefited from the upgrading process, training of four national consultants, and partnership-building between Japanese and Senegalese providers.

Other key activities in energy and environment

Other key achievements include the formulation of a proposal to the Green Climate Fund (GCF) for the creation of industrial symbiosis in existing industrial parks in Senegal, bringing new technologies to increase productivity and competitiveness and, as a result, attract foreign investment. The GCF proposal complements UNIDO-GEF projects and two interventions of the Climate Technology Center and Network (CTCN) in Senegal that resulted in the resource efficient and cleaner production (RECP) assessments, the development of guidelines for the development of eco-industrial parks and the elaboration of a roadmap for the deployment of co-trigeneration technologies in Senegal.

4.4.6.2. BUSINESS SECTOR DEVELOPMENT

1) Small and Medium-Sized Enterprise Upgrading Programme

UNIDO supported the creation of the Office of Enterprise Industrial Upgrading (BMN) in 2004, in partnership with the French Development Agency (AFD) and the European Union. Since then, UNIDO has continued to support the BMN to support SME modernization. In this context, efforts were made to adapt the approach to fit with the specific needs of enterprises in Casamance, a Southern region of Senegal. BMN's efficiency and intervention capacities were improved and extended to a new target. The scope of the BMN is now extended to rural areas and its impact on the SME sector has increased. Terms of Reference were elaborated for impact assessments of the upgrading approach including through the use of UNIDO tools. Based on this new approach, SMEs in the Southern areas (production and processing of cashew nuts and mango), North (production and processing of rice) and Southeast /Tamba (banana plantation), are now supported by the BMN. Furthermore, the BMN has started its intervention in line with priorities of the agro-poles (South and North), the industrial park (Diamniadio) and the mining hub. The companies operating in the Sandiara industrial park companies and the entity in charge of the park's promotion were also sensitized to opportunities offered by the BMN.

2) Inclusive Development and Entrepreneurship for All (IDEA)

Funded by the Government of the Grand Duchy of Luxemburg within the framework of Indicative cooperation programme 3 (PICIII), the IDEA approach was implemented with two components covering two important domains on youth employment and local economic development.

The first component (IDEA 1) covers eight regions of Senegal, and focuses on the professional integration of Technical and Vocational Education and Training (TVET) graduates. To date, IDEA 1 has contributed to the creation of a total of 363 youth-led enterprises, helped strengthen workforce transition units in around 34 TVET centers, and more than 600 youth found a productive job. UNIDO also delivered capacity-building services to the Ministry of Vocational Training, Learning and Crafts, including for the setting up of a dedicated office within the Ministry to support youth's professional integration. In this regard, UNIDO developed a methodology and a training kit for improving youth employability and facilitating the formalization of youth-led start-ups, validated by the GoS in 2016.

The second component (IDEA 2) focuses on the promotion of local economic development in the Louga region. In collaboration with Senegal's National Agency of Statistics and Demography and other national counterparts, UNIDO conducted a mapping of local enterprises to create a database for the setting up a Regional Observatory on local development. This Observatory will facilitate access to local economic data, support local authorities in policymaking and facilitate investment decisions. UNIDO also supported the identification of priority sectors for local economic development and, together with the national school of agriculture (Ecole Nationale Supérieure d'Agriculture), conducted fifteen value chain analyses in strategic sectors and supported implementation of action plans in three of them, notably cereals, leather and dairy. 126 people were trained to facilitate local development in three departments of the Louga region. Four networks of facilitators were set up and are supported by the local government. Trainings were also delivered to staff of local development units (Maisons du Développement Local) within each regional department. The sectoral vision of the Chamber of Crafts was also improved through the development of a strategic plan for the development of the handicrafts sector in the Louga region defined in a five-year action plan 2017-2021.

In 2018, the last year of the project, activities focused on three areas:

- Self-assessment process with the recruitment of two consultants and the organization of experience-sharing and a validation workshop to measure the results of the project and capitalize on best practices and to identify lessons learned for future programmes. All stakeholders expressed a positive appreciation and agreed on the good performance of the project, its relevance, coherence and articulation with the national policy.
- Meeting of the last Steering Committee, for the closing of the activities of PICIII which formulated some recommendations for next PIC4 (2018-2022) and designated ILO as lead for this phase in partnership with UNIDO.
- Formulation of a new project document for PIC4 on the axe "Vocational Training and Youth Employability" in partnership between ILO and UNIDO.

3) Commercial vehicles and heavy engines academy (AGEVEC)



The objective of AGEVEC is to cover the human resources needs of PCP industrial projects, including the agro-poles, the industrial parks and the regional mining hub through the establishment of an Academic Hub in the country. It aims to contribute to human resource development in priority growth sectors in terms of quantity and quality.

AGEVEC is the result of an innovative partnership between five categories of reference players in the field of education and industry. The results of the project by 2018 are:

- 37 young Senegalese including four ladies attended successfully the Moroccan academy between 2017 and 2019 for a one-year training. Of these, 25 joined private firms with the grade of superior technician and chief of staff, for the maintenance of heavy engines and commercial vehicles (CFAO), CASL, Cummings, etc. Twelve obtained internships in industrial and mining enterprises.
- Development and implementation of a specific training programme for Senegal.

4) Social and economic empowerment of women in decentralized municipalities of Dakar

A new partnership was initiated in 2018 between UNIDO and the UNFPA Regional and Country Offices in Dakar with the objective to start a joint project in the municipality of Fass in Dakar with a focus on women empowerment, to be potentially replicated in other parts of the country and in other African countries. A project document was approved by UNIDO in November 2018 and an agreement is under finalization. Based on UNIDO-UNFPA cooperation in Zambia, UNFPA expressed an interest to extend the collaboration to Guinea-Bissau. The medium-term common objective of the two organizations is to extend the approach to the 23 countries covered by UNFPA Regional Office in Dakar, if possible.

5) Sonder initiative with Germany to reinforce local content within agro-poles

In the context of the G20 Compact with Africa, a large German delegation composed of major institutions involved in development cooperation (BMZ, KfW and GIZ) visited the UNIDO Office in Dakar in October 2018, which provided an occasion to present PCP Senegal. The delegation expressed high interest in the Diamniadio industrial park and, in follow-up, UNIDO organized a visit to the park for the German delegation to assess the advancement of the initiative and engage directly with the promoter/developer of the Park (APROSI). The interest to support private sector development in Senegal in the context of the industrial parks and the agro-poles was reiterated again at the occasion of a meeting held in Vienna. Germany requested the UNIDO Dakar office to identify specific projects that would support job creation in the next four years and that could be launched in 2019. A concept note was produced with the proposition to develop the IDEA and cluster approaches around agro-poles.



6) Supporting investment promotion with the Secretariat of the Africa, Caribbean and Pacific (ACP) Group of States

A Senegalese delegation led by the Secretary-General of the Ministry of Industry and the Head of Cabinet of the Ministry of Investment Promotion attended the Industrial Development Board in Vienna in November 2018 and presented the progress made in PCP implementation to UNIDO Member States. At this occasion, the delegation was briefed on a new investment programme that could benefit Senegal if the country is selected as a pilot country within the West Africa region. The programme was approved at end of 2018 and entitled “EU/ACP Supporting business-friendly and inclusive national and regional policies, and strengthening productive capabilities and value chains” with a value of US\$ 8.7 million, as part of a larger programme of EUR 34 million with the World Bank and the International Trade Center.

7) Women empowerment in green industry

In the framework of the Partnership for Action for a Green Economy (PAGE) with other UN entities (ILO, UNDP, UNEP and UNITAR), UNIDO issued in 2017 a report on “Green Industry” in Senegal. The purpose of PAGE is to advise policymakers and practitioners on the establishment and implementation of a policy framework that would integrate gender and green industrial policies, with the overall aim of empowering women to take leadership roles in green industries as entrepreneurs or industrial professionals.

4.4.6.3. TRADE FACILITATION AND QUALITY - WEST AFRICAN QUALITY SYSTEM PROGRAMME (PSQAO)

Funded by the European Union since 2001, the PSQAO is a regional programme covering the fifteen countries of ECOWAS and Mauritania. Its objective is to improve and upgrade the West Africa quality infrastructure and system, which are key for regional and international trade and for the competitiveness of the region. Through this programme, the products of West Africa will benefit from a harmonized framework for quality requirements (quality policy) and the region will be able to certify product quality, including sanitary and phytosanitary norms, before they are exported to international markets. Products will be certified thanks to a regional accreditation system composed of internationally-recognized laboratories. Over the years, the European Union has invested more than EUR 40 million, including almost EUR 20 million covering all ECOWAS countries. Senegal was particularly involved on the occasion of the ECOWAS Forum on Quality Infrastructure in Dakar in January 2018 and through the presidency of the regional accreditation system (*Système Ouest Africain d'Accréditation*).

The main activities developed in 2018 were:

- A large regional ECOWAS forum on quality infrastructure with 300 participants under the presidency of the Prime Minister of Senegal. The main output of this forum was the creation of ECOWAQ, the ECOWAS Quality Agency.
- Various capacity-building components in ISO 9001 v 2015 for training national consultants and in ISO 14001V 2015.

4.4.6.4. FUNDING FOR CROSS-CUTTING PROJECTS

National completed projects (7):

ERP ID	National completed project / sub-programme title	Donor	Nature of funding	Year of funding	Funding (US\$)
PCP coordination and events					
150038	1. PCP - Programme for Country Partnership in Senegal	Trust Fund for Trade-related Capacity Building	Grant	2015	127,200
140100	2. Technical cooperation framework between UNIDO and Senegal	Trust Fund for Trade-related Capacity Building	Grant	2015	132,000
160090	3. Fifth inclusive and Sustainable industrial Development Forum and industrial investment promotion meetings, Dakar	Partnership Trust Fund	Grant	2016	225,000
Private sector development-Investment promotion, including agro-industry					
130316	4. Integrated industrial upgrading and enterprise development approach	Senegal	Grant to PCP	2016	984,000
140215	5. Technical assistance for implementation of integrated industrial platforms in Senegal	Senegal, China	Grant	2016	360,000
Youth and women employment					
120103	6. Insertion of outgoing professional and technical training in the northern and central regions of Senegal (IDEA1)	Luxembourg	Grant	2013	1,100,000
120489	7. Promotion of local economic development in the Louga region (IDEA2)	Luxembourg	Grant	2013	715,000
		Sub-total:			3,643,200

Regional completed projects (2):

ERP ID	Regional completed project / sub-programme title	Donor	Nature of funding	Year of funding	Funding (US\$)
Environment-energy					
130028	8. Low carbon and climate resilient industrial development in Africa	Japan	Grant	2013	10,300,000
140046	9. Mise à niveau des normes SPS et de la chaîne de valeur pour faciliter l'accès aux marchés régionaux et internationaux aux pêcheurs artisans de l'Afrique de l'Ouest	Standards and Trade Development Facility	Grant		1,033,818
		Sub-total:			11,333,818

National ongoing projects as of January 2019 (8):

ERP ID	National ongoing project / sub-programme title	Donor	Nature of funding	Year of funding	Funding (US\$)
PCP coordination and events					
150038	10. PCP - Programme for Country Partnership for Senegal	Partnership Trust Fund - China	Grant	2018	150,000
Private sector development-Investment promotion, including agro-industry					
140215	11. Technical assistance for implementation of integrated industrial platforms in Senegal/ Réforme sur les Zones Economiques Spéciales (ZES) Technical support to design and operationalize the legal framework of SEZs (laws, decrees and MOU) and to build the capacity of SEZ governance, i.e. institutions in charge of the administration (AZES) and the control and supervision of SEZs (Comité paritaire public-privé)	Government of Senegal contribution through IDF	Grant	2018	100,000
150071	12. Agricultural value chain resilience support project (PARFA) Improve the resilience of rural communities facing the challenges of climate change (CC) and land degradation (LD), harming their livelihoods and subsequently their food security situation	GEF	Grant	2017	3,646,000

ERP ID	National ongoing project / sub-programme title	Donor	Nature of funding	Year of funding	Funding (US\$)
180031	<p>13. Etude de faisabilité et plan d'affaire pour la mise en place d'un agropole intégré et compétitive au Sud du Sénégal</p> <p>Elaboration d'études de faisabilité technico-économique et environnementale complète et le plan d'affaires associé pour la mise en place d'Agropoles intégrés et compétitifs au Sénégal. Les études regrouperont les aspects juridiques/réglementaires, administratifs, techniques, financiers, socio-environnementaux et de gestion de l'Agropole ainsi que son fonctionnement et inclura des évaluations de la demande du marché et de la conception préliminaire des infrastructures</p>	Senegal	Grant to PCP	2018	582,656
Environment-energy					
100114	<p>14. Environmentally sound management of municipal and hazardous solid waste to reduce emission of unintentional POPs (PRODEMUD)</p> <p>Reduce POPs releases from hazardous and municipal wastes by strengthening technical and institutional capacities of a group of private sectors which can sustain and replicate the best available technique and best environmental practice (BAT/BEP) demonstrated in the project within the context of the implementation of the National Implementation Plan (NIP) under the Stockholm Convention</p>	GEF	Grant	2017	2,000,000
105415	<p>15. HCFC Phase-out Management Plan (Stage I)</p> <p>The Government of Senegal plans to freeze the consumption of HCFCs by 1 January 2013 at the level of 657.28 mt (36.15 ODP tonnes) and gradually reduce it from the baseline following the Montreal Protocol control measures to meet the 35 per cent reduction in 2020.</p>	Montreal Protocol	Grant	2018	280,000

ERP ID	National ongoing project / sub-programme title	Donor	Nature of funding	Year of funding	Funding (US\$)
150270	<p>16. Sustainable cities initiative management</p> <p>Improve capacity to plan and implement sustainable city management practices, including climate resilience, in selected urban areas. The project features two components: One related to improving urban governance and better managing floods in Dakar and Saint-Louis (implemented by World Bank Senegal); the second component aims at improving livability in the new Diamniadio city with interventions for greening the production in the industrial park, integrating RE and EE systems in the energy supply mix, and for sustainably managing industrial waste.</p>	GEF	Grant	2018	3,280,000
Youth and women employment					
180292	<p>17. Social and economic empowerment of women in decentralized municipalities of Dakar</p> <p>Support UNFPA effort of operationalizing the concept of demographic Dividend they are trying to promote in their regional office of Dakar covering 23 countries in Africa. Through a pilot project around the thematic of women empowerment in one pilot municipality of Dakar (Fass)</p>	Regular Programme of Technical Cooperation	Grant	2018	10,170
Sub-total:					10,048,826

Regional/global projects benefitting Senegal (7):

ERP ID	Regional/global ongoing project / sub-programme title	Donor	Nature of funding	Year of funding	Funding (US\$)
Trade facilitation and quality					
140203	18. EU West African Quality System Support for the implementation of the ECOWAS quality policy Support the implementation of the regional quality policy of ECOWAS aiming at establishing a framework for the development and operation of suitable, relevant, efficient and effective quality infrastructures to facilitate intra- regional and international trade, protect the consumer and the environment, and promote sustainable economic development”	European Union	Grant	2015	12,900,000
170095	19. West Africa Competitiveness and Quality Infrastructure Project (Idem 18)	European Union	Grant	2017	6,300,000
170049	20. EU/ACP Supporting business-friendly and inclusive national and regional policies, and strengthening productive capabilities and value chains (Idem 18)	Secretariat of the ACP Group of States – European Union	Grant	2017	8,700,000
Private sector development-investment promotion, including agro-industry					
170065	21. Economic improvement of women in green industry Establishment of a policy framework, which integrates gender and green industrial policies with the purpose to affect change and empower more women to take a leadership role in green industries as entrepreneurs or industry professionals	Germany	Grant	2018	13,600,000
Environment-energy					
150416	22. EU Mitigating toxic health exposures in low- and middle-income countries: Global Alliance on Health and Pollution This project aims to help governments and communities heavily impacted by pollution in low- and middle-income countries, especially least developed countries (LDCs), take locally-led action to improve the health and livelihood of those communities by breaking pollution exposure pathways and preventing future toxic emissions	European Union	Grant	2016	5,100,000

ERP ID	Regional/global ongoing project / sub-programme title	Donor	Nature of funding	Year of funding	Funding (US\$)
170094	23. EU IOMC Toolbox for Decision Making in Chemicals Management-Phase III: From design to action The Project builds on Phase I and II of the IOMC Toolbox project. Phase I focused on the development of a proof-of-concept version of the IOMC Toolbox to assist countries to identify practical and cost-effective chemicals management options developed by IOMC Participating Organizations. During Phase II, the proof-of-concept version was pilot-tested, further developed and some functionalities were improved	European Union	Grant	2017	424,000
140139	24. Commercial vehicles and heavy engines academy (AGEVEC) Aims to contribute to human resources development in priority growth sectors in terms of quantity and quality mainly for the agro-poles, industrial parks and mining hub through the establishment of an Academic Hub in the economic pole of the country.	United States of America - Morocco	Grant	2015	1,400,000
Sub-total:					48,424,000
Grand total:					73,449,844

Pipeline projects (17):

Pipeline project / sub-programme title	Covered area	Donor	Nature of funding	Year of funding	Funding (US\$)
1. Feasibility studies for the establishment of competitive and integrated agro-poles North	National	African Development Bank (AfDB) – Korean Fund	Grant and loan to Senegal	2019	700,000
2. Feasibility studies for the establishment of competitive and integrated agro-poles Centre	National	Enabel (Belgium)	Grants through UNIDO	2019	700,000
3. Feasibility studies for the establishment of competitive and integrated agro-poles Centre	National	AfDB	Grant/ Loan to Senegal	2019	300,000
4. Feasibility studies for the establishment of competitive and integrated agro-poles South	National	Senegal	Public financing through UNIDO	2018	440,700
5. Industrial Parks and special economic zones for improving legal framework	National	AfDB	Grant	2019	

Pipeline project / sub-programme title	Covered area	Donor	Nature of funding	Year of funding	Funding (US\$)
6. Feasibility studies for the Mining Hub Delivering technical assistance to realize the prefeasibility and feasibility studies to identify the real potential of Senegal to have the position of Mining Hub of West Africa in the field of academic, logistic, and service providers	National	AfDB	Grant	2019	100 000
7. Industrial policy Provide the Government of Senegal technical assistance to develop a more comprehensive medium long term industrial strategy and an industrial policy coherent with the growth objectives of the country.	National	AfDB	Grant	2019	100 000
8. Industrial Challenge on Leather (PARI industriel cuir) The PSE plant for the country to have a big challenge on traditional and modern and new sector with a high potential of value added and competitiveness allowing the country to have a new position in the international competition. According to the results of GIFIUD approach who identify the sectors of leather	National	AfDB	Grant	2019	100 000
9. Industrial Challenge on Fixation Elements Supporting the second industrial challenge proposed by African Development Bank on fixation elements	National	AfDB	Grant	2019	
10. Employabilité et Insertion des Sortants du Système de Formation Professionnelle et Technique (IDEA/PIC4) In the framework of the project implemented jointly with the ILO, it will contribute to improving the employability and youth's professional integration leaving the vocational and technical training system through the articulation of training curricula with the specific needs of the local market and the territory and the improvement of the local business environment allowing the leavers to make optimum use of existing opportunities	National	Luxembourg	Grant	2019	1.8 million

Pipeline project / sub-programme title	Covered area	Donor	Nature of funding	Year of funding	Funding (US\$)
<p>11. Sonder Initiative (Senegal – Ethiopia – Morocco) New cooperation between UNIDO and German Cooperation started since October 2018 for supporting the country on industrial programmes with the focus on promoting the local content inside the industrial parks and mainly in the agro-pole South and Center</p>	Regional	Germany	Grant	2019	3 million
<p>12. Supporting Investment Promotion Strategy and Implementation</p> <p>A real opportunity has been identified on a programme already funded by EU and the ACP Organization to support pilot countries in the design and implementation of their Investment promotion strategy.</p>	Regional	ACP Secretary	Grant	2019	
<p>13. Private sector & SME competitiveness development in the region of Kedougou (subcontract)</p> <p>This project has already been designed long time ago and has registered some commitments in terms of funding mainly by Teranga Gold Cie. The objective is to promote “local content” inside the Mining hub to benefit the local SMEs the big potential of Sub Contracting with the Mining Companies for providing Food, maintenance of their equipment.</p>	National	Teranga Gold	Grant (CSR)	2019	1 million
<p>14. Cluster development</p> <p>Improving the competitiveness of MSMEs and creating jobs through the densification of the economic fabric and the integration of regional and international value chains. Special attention will be paid to the inclusion of women and youth in these formal productive activities and to strengthening their technical and entrepreneurial capacities.</p>	National	Germany	Grant	2019	

Pipeline project / sub-programme title	Covered area	Donor	Nature of funding	Year of funding	Funding (US\$)
<p>15. Mise en œuvre de l'initiative des Parcs Éco-industriels pour les zones industrielles au Sénégal</p> <p>Cette proposition au Fond Vert Climat (FVC), complète deux interventions du CTCN en cours au Sénégal: (1) L'élaboration d'une feuille de route sur la technologie de l'énergie CCP / CCCP 1(2) Les évaluations du Production Efficace et Plus Propre (RECP) et l'élaboration de lignes directrices pour le développement des parcs éco-industriels demandés par le pays². Elle mettra particulièrement l'accent sur la création de la symbiose industrielle dans les parcs industriels existants, apportant de nouvelles technologies afin d'accroître la productivité et la compétitivité et, par conséquent, attirer l'investissement étranger.</p>					
<p>16. Establishment of a National Innovation System in Senegal</p> <p>The process of designing of the project has been launched with a mission in Senegal by the responsible of the project. The interruption of the process is due to lack of budget.</p>					
	Sub-total:				10,040,700

¹ <https://www.ctc-n.org/technical-assistance/projects/development-energy-efficiency-projects-industries-and-services>
² <https://www.ctc-n.org/technical-assistance/projects/green-technology-deployment-industrial-zones>

5. LESSONS LEARNED AND BEST PRACTICES

Partnership: The PCP has brought together the GoS, development partners and the private sector around shared objectives, in a coordinated manner, while allowing each to implement through their own instruments. The PCP Steering Committee in Senegal has brought together different entities to build a consensual common agenda around industrial priorities. In addition, regular communication and exchanges with development partners and the private sector have helped to mobilize substantial resources amounting to more than US\$ 600 million, well beyond a traditional technical assistance project approach.

Coordination: Having a national coordination body has helped overcome past challenges of inter-institutional and inter-agency linkages and collaboration, structuring support around industrial initiatives that necessitate a variety of financial and technical inputs and that no single entity can deploy alone. Clear examples are large-scale projects such as industrial parks and the agro-poles where interventions range from finance, vocational trainings, investment promotion, park development, to legal, customs and environment-related issues. The variety of players requires structured coordination that the PCP aims to improve and support. Trust can be reinforced among partners, through regular communication and transparency on respective roles and interventions.

Focus: Focusing on inclusive and sustainable industrialization will accelerate and scale-up job creation, exports, industrial modernization, technology uptake, etc. Through the provision of a clear roadmap led by the GoS and the partnership approach, various partners can together focus and align their interventions on major projects, rather than providing disconnected support, resulting in greater development impact.



6. COMMUNICATION

The PCP Senegal communication strategy aims to inform all key stakeholders and the public at large on PCP objectives, activities and achievements. This communication takes place at country, regional or global levels through multiple channels: international conferences, workshops and meetings, media and press, and social media. Efforts in 2018 were made to systematize communication activities at the programme-level, as well as on the level of specific projects with the increasing mobilization of media, press and social media at the occasion of PCP-related events.



President Macky Sall distinguished as Champion of the Third Industrial Development Decade for Africa 2016-2023 on behalf of Mr. Li Yong, UNIDO Director General, at the occasion of the inauguration of Diamniadio Industrial Park on 22 November 2018 with an audience of more than 3,000 people including on-live media and press. From left to right: Moustapha Diop, Minister of Industry and Small and Medium Industries; Macky Sall, President of Senegal; Christophe Yvetot, UNIDO Representative in Senegal.

Selected examples of PCP-related events in 2018 with large national media, press and social media coverage:

- United Nations Day and official signature of UNDAF (including UNIDO contribution): TV/radio/press.
- Agro-pole Center regional consultation mission: various speeches and TV/radio/press interviews on the occasion of events in Diourbel, Kaffrine, Fatik, Kaolack with representatives of Senegal Presidency, Ministry of Industry, Agriculture, Livestock, territorial representatives (Governors, mayors) and the private sector.
- Steering Committee Meeting of ProCCODEM (UNIDO-FAO joint programme for opportunities in rural economic development): opening speech and TV/radio/press interview with representatives of the Ministry for Territorial Reform.
- Youth Entrepreneurship Forum (YES) with the Government and four UN agencies (ILO, ITC, UNCDF and UNCTAD): Moderation and TV/radio/press interviews. Global coverage through dynamic social media approach.
- ECOWAS Sustainable Energy Forum with ECOWAS Energy Commissioner, Minister of Energy and Mines of Senegal, SE4ALL UNSG Special Representative: opening speech and TV/radio/press interviews.
- Inauguration of Diamniadio Industrial Park with Macky Sall, President of Senegal, Mahammed Dionne, Prime Minister and Moustapha Diop, Minister of Industry: UNIDO opening speech with an audience of more than 3,000 people and diffusion on live on all national TVs and radios.

There was a large reporting in press and media about the distinction of President Macky Sall as Champion for the Third Industrial Development Decade for Africa (IDDA III).

Refer to Annex 3 for upcoming promotional activities/events expected in 2019.

7. UPCOMING MILESTONES AND MAJOR RESULTS EXPECTED IN 2019

PCP priority areas:

- Industrial policy: Launch of studies financed by the AfDB on “review of Industrial Policy” (US\$ 100,000 tbc), “Leather industry” (US\$ 100,000, tbc) and “Fixation elements industry.
- Special economic zones: Release of a new policy on SEZ deployment with a maximum of eight SEZ.
- Integrated and competitive agro-poles: Signature of financing agreements with the AfDB (US\$ 700,000), Belgium (US\$ 700,000) and GoS (US\$ 440,700, tbc) for the feasibility studies for the North, Center and South agro-poles. Launch and delivery of the three feasibility studies and financing agreements related to agro-pole investments with the AfDB (US\$100 million with GoS, tbc), IsDB (US\$ 60 million with GoS, tbc) and Belgium (US\$ 30 million with UNIDO, tbc).
- Industrial parks: Extension of Diamniadio; further development of Sandiara and establishment of the Diass industrial park facility by a promoter-developer.
- Regional mining hub: Launch of the feasibility study financed by AfDB (US\$ 100,000, tbc).

PCP cross-cutting projects:

Deployment of ongoing projects (see above under TC projects) and new financing (see below):

- New funding by the German Federal Ministry for Economic Cooperation and Development (BMZ) for job creation.
- New financing by Luxembourg (vocational training, US\$ 1.6 million).
- New financing by EU (EU Regional Competitiveness Programme, EUR 6.3 million).
- New financing by EU/ACP on supporting business-friendly and inclusive national and regional policies and strengthening productive capabilities and value chains: US\$ 8.7 million.

In addition, several initiatives related to agro-industry, investment promotion and environment are still under development and might materialize into new funding in 2019. In total, 17 new initiatives are foreseen under the pipeline of future projects, which demonstrates the dynamism that PCP Senegal has helped establish and the solid investment partnerships underway, both with the public and private sector.

ANNEX 1: PCP PORTFOLIO OVERVIEW – UNIDO TC

			Allocation/Investment (US\$)					
Partner	Project	Nature of funding	2015	2016	2017	2018	2019	Total
PCP coordination and events								
Trust Fund for Trade-related Capacity Building, Partnership Trust Fund - China	PCP - Programme for Country Partnership in Senegal	Grant	127,200			150,000		
Trust Fund for Trade-related Capacity Building	Cadre de coopération technique entre l'ONUDI et le Sénégal	Grant	132,000					
Partnership Trust Fund	Fifth Inclusive and Sustainable Industrial Development Forum and industrial investment promotion meetings, Dakar	Grant			225,000			
Private sector development-investment promotion, including agro-industry								
Senegal	Integrated Industrial Upgrading and Enterprise Development Approach	Grant to PCP		984,000				
Senegal, China	Technical assistance for implementation of integrated industrial platforms in Senegal/ Programme d'Assistance Technique- Plateformes Industrielles Intégrées	Grant		360,000				
GEF	Agricultural Value Chain Support Project	Grant			3.646 million			

Senegal	Etude de faisabilité et plan d'affaire pour la mise en place d'une agropole intégrée et compétitive au Sénégal	Grant to PCP				582,656		
Environment and energy								
GEF	Sustainable Cities Management Initiative for Senegal	Grant				3.280 million		
GEF	Environmentally sound management of municipal and hazardous solid waste to reduce emission of unintentional POPs - Implementation Phase	Grant			2 million			
Montreal Protocol	HCFC Phase-out Management Plan (Stage I)	Grant			280,000			
Youth and women employment								
Luxembourg	Insertion des Sortant de la Formation Professionnelle et Technique dans les Régions Nord et Centre du Sénégal (IDEA)	Grant	1.1 million					
Luxembourg	Promotion du Développement Economique Local dans la Région de Louga (IDEA)	Grant	715,000					
Regular Programme Of Technical Cooperation	Social and economic empowerment of women in decentralized municipalities of Dakar	Grant				10,170		

Regional-global projects								
Trade facilitation and quality:								
European Union	West African Quality System Support for the implementation of the ECOWAS quality policy: \$12.9 million	Grant	12.9 million					
European Union	West Africa Competitiveness and Quality Infrastructure Project	Grant				6.3 million		
Secretariat of the ACP Group of States – European Union	EU/ACP Supporting business-friendly and inclusive national and regional policies, and strengthening productive capabilities and value chains	Grant				8.7 million		
Environment and energy								
European Union	EU Mitigating toxic health exposures in low- and middle-income countries: Global Alliance on Health and Pollution	Grant	5.1 million					
European Union	EU IOMC Toolbox for Decision Making in Chemicals Management-Phase III: From design to action	Grant		424,000				
Japan	Low Carbon Low Emission Clean Energy Technology Transfer Programme : \$10,3 million (Global)	Grant	1,699,138	1,507,115	2,554,365	840,683		1,912,108
Youth and women employment								
United States of America - Morocco	AGEVEC, Académie Engins Lourds et Commerciaux : \$1,4	Grant	584,644	650,044	508,270	518,335		861,811
Total:							73.4 million	

ANNEX 2: INVESTMENTS LEVERAGED BY THE PCP, INCLUDING FORECAST FOR 2019

Partner	Project	Nature of funding	Allocation/Investment (US\$)				Total
			2016	2017	2018	2019	
Integrated Industrial Parks							
Senegal	Diamniadio Integrated Industrial Park	Direct public financing		40,000,000			
Private sector (7 companies)	Diamniadio Integrated Industrial Park	Private investment			60,000,000		
EximBank, China	Diamniadio Integrated Industrial Park	Loan to GoS				100 million	
Private sector (14 companies)	Sandiara Integrated Industrial Park	Private investment				140 million	
Private sector (13 companies)	Diass Integrated Industrial Park	Private investment				2 million (initial)	
Integrated and Competitive Agro-poles							
African Development Bank	Agro-pole North: Feasibility study Agro-pole North: Investment	Grant and loan to Senegal				700,000 100 million	
Enabel (Belgium)	Agro-pole Center: Feasibility study Agro-pole Center: Investment	Grants through UNIDO				700,000 30 million	
African Development Bank	Agro-pole Center: Feasibility study	Loan to Senegal				1 million (tbc)	
Senegal	Agro-pole South: Feasibility study	Public financing through UNIDO			553,700		
Islamic Development Bank	Agro-pole South: Investment	Loan to Senegal				60 million	
Total:				40,000,000	60,553,700	434,400,000	535,000,000

ANNEX 3: COMMUNICATION STRATEGY 2019

The communication strategy for 2019 will aim to promote PCP Senegal and its achievements at the national and international level. The performance will be measured through the number of TV interviews, press articles, publications, twitter audience, etc.).

At the country level, the PCP will be promoted through systematic communication with TV, media, press or social media at any occasion: technical and political meetings, workshops, conferences, projects activities, publications and official visits. Office and project staff will be mobilized and trained to include communication in all UNIDO activities in Senegal and communicate according to their responsibilities. Various channels will be mobilized: TV, media, press, social media (Facebook, YouTube channels, twitter, Instagram, etc.), and regular publications. The objective will be regular visibility of UNIDO and the PCP in media and press, possibly every week.

At the international level, the focus of the communication will be to highlight and demonstrate the relevance and efficiency of the PCP approach and lessons learned. Similar channels will be utilized according to the location.

In 2019, a certain number of events will provide opportunities for increasing UNIDO and PCP Senegal visibility.

National and international events for the promotion of PCP Senegal in 2019

All year: launch of Agro-poles North and Center feasibility studies, mid-term reporting and validation of all feasibility studies.

April

- 1-14 April, Hannover, Germany : UNIDO-Senegal Delegation at Hannover Industrial Fair (1-5 April) and at BAUMA Trade Fair (8-14 April) to promote PCP Senegal and investment opportunities in the framework of the Compact with Africa (G20) in Senegal.
- 20-26 April, Dakar, Senegal: Conference Belgium-Senegal-UNIDO « Afrika Innovation » with Youssou Ndour and Belgian authorities. Presentation of the Agro-poles to Belgian investors.

June

- Lima, Peru (11-12 June): UNIDO-Senegal Delegation at UNIDO Conference on Industrial Parks for ISID. Exchange of experiences between PCP Senegal and other PCPs.

July

- Yekaterinburg, Russia: UNIDO-Senegal Delegation at the Global Manufacturing and Industrialization Summit (GMIS) on Nature-based technologies. Presentation of PCP-SEN and exchange of experiences.
- 16 July, PCP Steering Committee with the new Government of Senegal and launch of the PCP Report 2018.
- 22-23 July, Dakar, Senegal: UNIDO-EU Conference on Green Industry and the Circular Economy.

August

- 28-30 August, Yokohama, Japan: UNIDO-Senegal Delegation at Tokyo International Conference on African Development (TICAD7).

September

- 26 September, New York, USA: UNIDO-Senegal Delegation led by President Macky Sall (TBC) in IDDA III Conference.

October

- 18 October, Yantai, China: World Industrial Design Conference and Industrial Design World Expo.

November

- 3-7 November, Abu Dhabi, UAE: UNIDO-Senegal Delegation led by President Macky Sall (TBC) at UNIDO General Conference.
- 12-16 November, Dakar, Senegal: Conference with the Government on industrial vocational training in partnership with the private sector (Académie Engins Lourds et Véhicules Commerciaux – AGEVEC).
- 20 November: Africa Industrialization Day.

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For more information, please visit:

<https://www.unido.org/programme-country-partnership/senegal>



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