



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION



Programme for Country Partnership
Senegal



Senegal

Programme for Country Partnership

PCP Annual Report 2019

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PCP SENEGAL AT A GLANCE

STATUS	Programming phase: started August 2014 Implementation phase: Launch by the Prime Minister of Senegal in April 2015 Expected completion: 2020
MAIN NATIONAL POLICY/STRATEGY SUPPORTED BY THE PCP	National “Plan Sénégal Emergent” (PSE) and the PSE Priority Action Plans for 2014-2018 and 2019-2023
FOCUS AREAS/SECTORS	<ul style="list-style-type: none"> • Industrial policy • Special economic zone • Integrated industrial parks • Competitive and integrated agro-poles • Regional mining-hub
MAIN PARTICIPATING MINISTRIES	Presidency (General Secretary and the Office for the follow-up to the Plan Emerging Senegal - BOS); Ministry of Economy, Planning and Cooperation; Ministry of Industrial Development and SMI; Ministries of Trade, Environment, Agriculture, Livestock, Fisheries, Vocational Trainings and Women.
KEY DEVELOPMENT PARTNERS	<p>Financial institutions: African Development Bank, European Investment Bank, International Fund for Agricultural Development, Islamic Development Bank and World Bank.</p> <p>Bilateral/multilateral partners: Belgium (Enabel), China, France (AFD), Ministry of Finance), Germany (BMZ, GIZ, KfW), Japan (JICA, ITPO Tokyo), European Union, Global Environment Facility.</p> <p>UN entities: UNFPA, IFAD, ILO, UNDP, UNEP, UN Women, UNCDF, UNICEF, UNITAR, UNESCO, FAO.</p> <p>Business sector: Confédération Nationale des Employeurs du Sénégal (CNES), Club des Investisseurs Sénégalais (CIS), Conseil National du Patronat du Sénégal (CNPS).</p> <p>Local authorities: Departments, municipalities.</p> <p>Civil society and academia: Academy of Science, universities and polytechnic schools.</p>



PCP SENEGAL AT A GLANCE

UNIDO PROJECTS WITH FUNDING SECURED¹ (COMPLETED AND ONGOING)	Total number of projects: 25 (16 national, 9 regional/global) Total funding excl. psc.: USD 23.6 million (See Annex 1)
TOTAL INVESTMENTS LEVERAGED² (CUMULATIVE)	USD 305.214 million (See Annex 2) Additional pipeline investments in 2020/2021: USD 953.4 million
TOTAL PCP VOLUME (TO END OF 2019)³	USD 328.814 million Additional USD 953.4 million estimated in 2020/2021

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.

³ **Total PCP volume:** UNIDO's portfolio with funding secured plus investments leveraged.

1. EXECUTIVE SUMMARY

Building on years of cooperation between Senegal and UNIDO, the Programme for Country Partnership for Senegal (PCP Senegal) was launched in 2015 by the Prime Minister, Mahammed Dionne, together with the Minister of Industry and Small and Medium Industries, and UNIDO. The PCP is UNIDO's flagship partnership-centered programme aimed at accelerating inclusive and sustainable industrialization. The PCP for Senegal is in line with the Plan Sénégal Emergent and brings a new approach to industrial development at the country level, with a focus on large-scale industrial projects and partnerships for higher economic, social and environmental impact.

Through the PCP, the Government of Senegal has strengthened its industrial governance with improved inter-ministerial coordination and coherence of policies, together with development partners, the private sector and civil society. The Government has also advanced the implementation of large-scale projects to support the economic transformation of the country through special economic zones, industrial parks, integrated and competitive agro-poles, and the development of a regional mining hub. The PCP has helped to mobilize partnerships for higher volumes of development finance and private investment focused on key industrial sectors.

Since 2015, the PCP has contributed to mobilizing USD 23.6 million for UNIDO technical cooperation in Senegal across 25 projects (16 national and 9 regional/global). The PCP has also contributed to leveraging significant investments in flagship projects. Public and private investments amount to USD 305.214 million (end of 2019). Additional investments of USD 953.4 million are in the pipeline for 2020/2021.

For example, with an initial investment of USD 100,000 by UNIDO for a study on agricultural value chains, the Government, with the support of UNIDO, was able to mobilize almost USD 300 million from different partners for the establishment of three agro-poles. USD 100 million from the Government, the African Development Bank (AfDB) and the Islamic Development Bank and Germany have already been secured for the Southern agro-pole and financing schemes around USD 100 million are under development for each of the two other agro-poles with Enabel, the AfDB and the European Investment Bank.

On the basis of the special economic zones reform and incentive packages developed with the technical support of UNIDO as well as support to industrial parks, many companies have requested to install their factories in industrial parks that offer a favourable business environment and logistical solutions for investors.

The resources mobilized for industrial investments and knowledge and technology transfer are helping to establish a dynamic legal, logistical and human environment that should lead to high impact in terms of job creation in the coming years. As examples, the Diamniadio and Sandiara Industrial Parks have already contributed to creating more than 1,500 direct jobs. New incentive packages developed with the support of the PCP are also stimulating new large-scale private sector investments in various industrial sectors creating a significant number of jobs. An example is the creation of 1,500 direct and 2,000 indirect jobs by Twyford, a new tile factory inaugurated in 2020 with the President of Senegal, the Minister of Industrial Development and SMI, and UNIDO. As a consequence, it is expected that the basis established since 2015 with the PCP should create the base for accelerated industrial development in the coming years.

HIGHLIGHTS OF ACHIEVEMENTS

1. Improved industrial governance

The PCP, while contributing to improved industrial governance, large-scale projects and partnerships, has contributed to the prioritization of industrial development in the general policy of the Government.

Industrial priorities: A clear illustration of the growing prioritization of industry is the Strategic Priority No.6 of the new Priority Action Plan 2019-2023 of the PSE on “inclusive and sustainable industrial development”. It has identified major objectives such as: densifying and diversifying the industrial fabric; dynamizing the industrial sector in terms of innovation, wealth creation, jobs and exports; establishing sustainable production and consumption patterns; and reinforcing human capital, social protection and sustainable development. It also recommends the strengthening of the cooperation with UNIDO to implement Sustainable Development Goal 9 of Agenda 2030 and the United Nations General Assembly Resolution A/RES/70/293 on the Third Industrial Decade for Africa 2016-2025 (IDDA III).

Growing budget: The budget of the Ministry of Industrial Development (MDIPMI) has increased substantially from USD 10 millions in 2019 (USD 3.3 million for functional expenditures and USD 6.7 million for investments) to USD 195 million (USD 15 million for functional expenditures and USD 180 million for investment expenditures). This almost 20 folds increase, validated by the Government and the Parliament, is a major contribution of the PCP, particularly at a time of budget constraints.

Coordination: In addition, the Ministry of Industrial Development has strengthened its coordination role through its leadership in several industrial areas:

- **Chair of the PCP Steering Committee with UNIDO as Secretariat:** with the participation of the Presidency of the Republic (BOS - Operational Monitoring Office), sectoral ministries (Economy, Finance, Environment, Agriculture, Livestock, Women, Vocational Training, Decentralization, etc.), development partners (G50), private sector and civil society;
- **Leadership of flagship projects of the PSE and PCP:** Industrial Policy and Industrial Challenges (leather and automotive), Industrial Parks, Agro-poles and the Regional Mining Hub;
- **Leader of transversal projects:** quality policy, gender dimension in green industry, investment promotion, vocational training and employment, etc.

For each of these inter-ministerial coordination opportunities, the MDIPMI prepares the agenda, send the official invitations, chairs the meetings and is in charge of the follow-up.

2. Growing external partnerships and resources

One of the key features of the PCP is the partnership approach. Through the involvement of all relevant institutions, development partners and private sector entities, the PCP has become an integrative framework that can mobilize substantial human, technical and financial resources.

PCP partners: The PCP has attracted many partners towards the industrial priorities of the Government, including:

- **Financial institutions:** African Development Bank, European Investment Bank, Islamic Development Bank, and World Bank. The AfDB has been supportive of the PCP through the financing (grants and loans) of many of its priorities.
- **Bilateral/multilateral development partners:** Belgium (Enabel), China, European Union, France (AFD, Ministry of Finance), Germany (BMZ, GIZ, KfW), Global Environment Facility, Japan (JICA, ITPO Tokyo).
- **UN system:** many UN entities work in partnership with the Government and UNIDO in various areas such as: Agro-industry (FAO, IFAD); Vocational trainings and employment (ILO); Environment (UNITAR, UNDP, UNEP, ILO); Women’s empowerment (UN-Women); Financing for Development (UNCDF); Local production of pharmaceuticals (WHO); and SME development (UNDP, UNCDF, UNFPA, FAO); in addition to others that have mandates related to reinforcing the human capital (UNICEF, UNESCO, etc.).
- **Private sector:** UNIDO and the GoS are increasingly working with and integrating the private sector in PCP activities (CNPS, CNES, CIS, EuroCham, etc.)
- **Civil society:** there is a regular dialogue with local authorities, academia associations and NGOs to seek their advice and work together within the PCP framework.

3. PCP flagship projects

The PCP has contributed to mobilizing significant public and private investments for major PCP/PSE large-scale projects, such as special economic zones, industrial parks, agro-poles, and the development of a regional mining hub. Investments amounting to USD 305.214 million have been confirmed and an additional USD 953.4 million are in the pipeline for the

coming years. The mobilization of resources for these large-scale projects is a major contribution to the national priority to create inclusive growth, particularly productive jobs.

Special economic zones (SEZs) and incentive packages: The creation and effective establishment of SEZs in Senegal is a priority of the Plan “Emerging Senegal”. The Government’s vision is to create a regional logistics and industrial hub to advance industrialization, increase exports, rebalance the trade balance and create jobs. Specific objectives are to:

- Develop new growth poles capable of having a knock-on effect on the economy;
- Encourage foreign direct investment;
- Contribute to the industrialization of the country by offering developed land to companies and multinationals wishing to set up in Senegal;
- Contribute to improving the business climate;
- Rebalance Senegal’s trade balance by promoting export or import substitution;
- Promote the creation of direct and indirect jobs;
- Improve the living environment of neighbourhood communities; and
- Create positive added value for local communities (services, populations, taxation, regional planning, etc.).

In addition, incentive packages can support investments, including outside of special economic zones, which contribute to making Senegal an increasingly attractive destination. Three industrial parks already benefit from SEZ status.

Diamniadio Industrial Park has already contributed to creating more than 1,000 jobs in the 11 companies that have started operations: 6 industrial companies and 5 service companies.

Industrial companies (6):

- Compagnie de Tuyauterie Industrielle du Sénégal (CTIS): PVC tube production (Senegal);
- C&H Garments: Sportswear (China);
- SALL Industrie: Textiles (Senegal);
- Groupe ADS: Manufacturing of solar panels and electric bikes (Mali);
- GALION: Packaging (Tunisia);
- SEWACARD: Digital platforms and production of biometric cards (Côte d’Ivoire, Senegal);

Service companies (5) :

- Banque BICIS;
- AMSA ASSURANCES;
- FEDEX: Specialized in express transport;
- Numherit: Senegalese enterprise specialized in the development of web and mobile applications;
- MDI (Bureau d’études).

More than 23,000 jobs are expected to be created in the near future in the 30 companies that have applied to integrate in the park. Starting with 13 hectares, the park will be extended to 53 hectares through a USD 112.7 loan from the Eximbank China, which is expected to be approved in 2020.

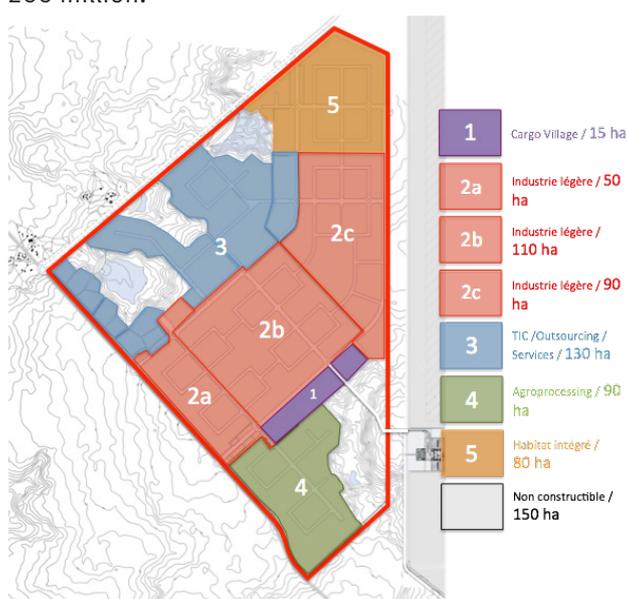


Sandiara Industrial Park: Established by the municipality of Sandiara, the Park offers incentives for attracting investors. Six companies are already installed for a total investment of USD 70 million. Other companies are expected to install their activities for a total of an additional USD 70 million investments and the creation of 3,050 jobs.

The UNIDO Office in Senegal met with the Municipality of Sandiara and visited the park on 15 October with the view to support the park and the mobilization of investors. The ITPO Tokyo Adviser working in the UNIDO Office in Senegal supported the cooperation between Japanese companies and the Municipality. As an example, the Japanese ICT start-up, SUCRECUBE JAPON Inc., identified the need to bring lighting and Wi-Fi internet connection to unelectrified areas in Senegal. They also introduced their “TUMIQUI Smart UHC Kit”, a mobile solar-powered unit, at local clinics in the country, impacting women, the elderly and youth, while positively contributing to a wide range of SDGs. The company joined hands with UNIDO’s ITPO Tokyo and signed a Memorandum of Understanding with Sandiara City in December 2019, which helped establish their subsidiary in a SEZ, aiming at local assembly and maintenance of the kits for further business expansion in Senegal and West Africa.



Dakar Integrated Special Economic Zone (DISEZ), 718 hectares: Cargo Village (15 hectares, 4 hectares implemented); Light industries (200 hectares), TIC-Outsourcing (130 hectares); and Agro-processing (90 hectares). Estimated investments: USD 200 million.



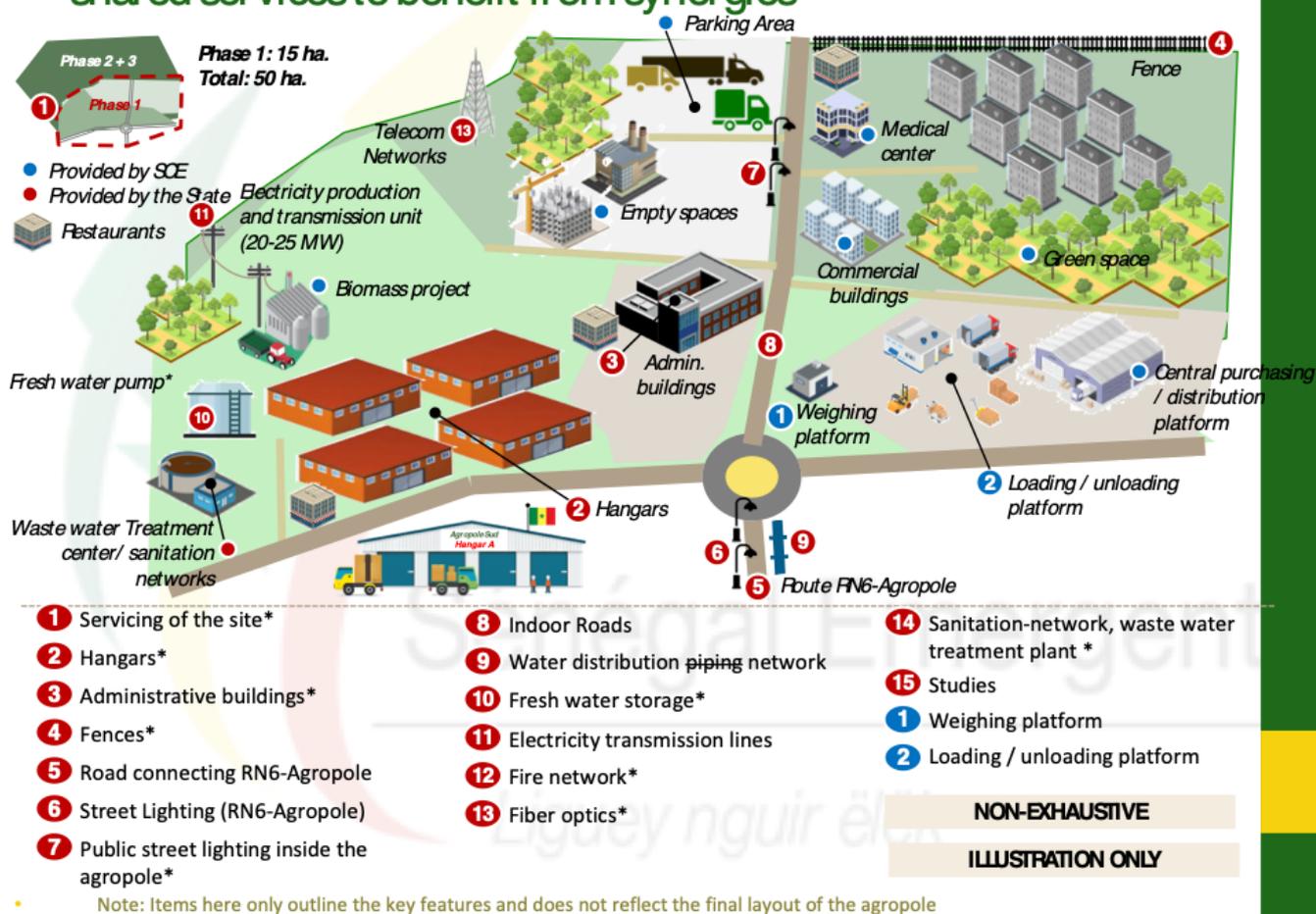
New industrial parks: Through the bilateral cooperation between Turkey and the GoS, a new industrial park is to be established close to the port of Barny. In addition, the GoS approved a new special economic zone for Japan, and two new industrial parks should be established by SinoHydro, a Chinese company.

Three agro-poles: UNIDO and Senegal agreed to define an agro-pole as a “modern pole of agro-industrial development which facilitates the networking of all actors of the value chains (producers, processing companies, product distributors, service providers, etc.), located or not in a same geographic area, through vertical and horizontal partnerships aimed at building business synergies with a view to achieving common objectives.

To do this, the agro-pole pillars are: (i) high-level technical /technological know-how; (ii) pro-active entrepreneurship capable of anticipating, reacting and innovating in order to constantly adapt to new demands and requirements; (iii) a favourable professional environment; (iv) a balanced regional development which optimizes investment opportunities; (v) infrastructures for world-class agri-business; and (vi) a new approach for research in partnerships with the private sector”.

The three agro-poles are being established in the North, Center and South of the country in partnership with development partners. The resources mobilized for the agro-pole South are: USD 43 million (AfDB, signed); USD 27 million (IDB, signed); USD 27 million (GoS, committed as contribution); and USD 27 million (SCE, company managing the agro-park, committed as contribution). For the agro-pole North, a USD 100 million total is jointly pledged for future decision by the AfDB and EIB on the basis of feasibility studies. For the agro-pole Center, a total of USD 100 million was jointly pledged by Enabel, AfDB and EIB for future decision on the basis of feasibility studies. The agro-poles are expected to modernize local economies and create thousands of jobs in agro-industrial value chains.

South Agropole provides an ecosystem for agribusiness and shared services to benefit from synergies



PCP knowledge transfer

Another important achievement of the PCP is the mobilization of resources for the transfer of industrial knowledge and technology. Through 25 UNIDO implemented technical cooperation projects, Senegal has benefitted from international industrial best practices and cooperation with industrial knowledge organizations and various countries. It also had the

occasion to share its own knowledge and experience in areas where it has a particular domain of excellence. The resources have been mobilized through partnerships with many bilateral and multilateral development partners.

4. Communication and advocacy on industrial issues

Through the concentration of major industrial activities in a unique framework, the PCP has helped communication and political advocacy on industrial issues.

PCP Steering Committee: The PCP Steering Committee has become an opportunity for inclusive dialogue with many sectoral ministries in the GoS, development partners, local authorities, the private sector and civil society. As an illustration, the Steering Committee in July 2019 mobilized almost 100 stakeholder representatives at various levels of responsibility.

Regular communication on industrial activities in Senegal: regular interviews with the media, press articles, various reports (UNIDO and PCP annual reports), social media.

Industry related events: Participation in many industry related events with the GoS and partners, including workshops, conferences and meetings with the mobilization of media and the press. For example: Industrial Upgrading Day with the Minister of Trade; Afrika-Innovation with the Minister-Adviser for Investments; the Launch of the Industrial Policy Review with the Minister of Industrial Development; the Inauguration of Companies with the President, and Ministers of Trade, Industrial Development and Mining; the High-Level Forum on Circular Economy with the Minister of Industrial Development, two EU Directors General and the EU Ambassador, etc.



International forums: Presentation of the PCP and Senegal's industrial activities in international forums. The best practices of Senegal were promoted at various events, such as the Seventh ISID Forum (Abu Dhabi); the UNIDO General Conference (Abu Dhabi); Hannover Messe (Germany); TICAD 7 (Japan); the Bahrain Investment Forum; the Mashav International Training (Israel), etc. It has resulted in higher visibility for Senegal as a destination for investments and led to official visits to Senegal PCP, from example from Tanzania and Burkina Faso delegations.

Continuous **PCP advocacy** has contributed to raising the interest and knowledge of media/press and the public on industrial issues and the PCP. Regular coverage on implementation of all PCP projects has helped familiarize a large audience and decision-makers on the importance of sustainable industrialization for development. It has also helped increase visibility, mobilize the private sector, development partners, as well as industrial institutions (training centers, upgrading office, etc.) and many industrial stakeholders towards joining forces through the PCP.

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. It is a model that mobilizes external partners and additional resources to achieve larger development impact. The key features of the PCP are: (1) host government ownership; (2) selected priority sectors or areas; (3) a multi-stakeholder partnership; and (4) 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.

A multidisciplinary technical team undertook a mission to Senegal during August and October 2014 to design the PCP. 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 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.

The PCP Senegal supports the economic transformation of the country through the implementation of the industrial component of the PSE. The PCP focuses on five main areas: i) industrial policy and challenges; 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 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 for Senegal in the areas of: private sector development; investment promotion; local economic development; youth and women's employment; environment and sustainable energy; trade facilitation and quality; science, technology and innovation for industry; and South-South and triangular cooperation.

3. ALIGNMENT WITH AND CONTRIBUTION TO UNDAF

As a member of the UN Country Team and as Chair of the UN Programme Committee (34 UN Agencies), UNIDO has participated in the elaboration, validation and signature of the United Nations Development Assistance Framework (UNDAF) with the Ministry of Economy, Finance and Planning. In the new phase covering the period 2019 to 2023, UNIDO will contribute to all pillars of the UNDAF which are aligned with the Plan "Emerging Senegal":

- Inclusive and sustainable economic growth: With PCP flagship projects such as special economic zones, industrial parks, agro-poles and the regional mining hub, UNIDO will support large-scale employment contributing to inclusive and sustainable industrialization, one of the major priorities of the Plan "Emerging Senegal".
- 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 insertion for youth and women.
- Governance, peace and security: UNIDO's support will focus on industrial governance through the PCP Steering Committee and initiatives related to industrial policy and challenges.

In December 2019, the Government of Senegal and the UN assessed together the implementation of the UNDAF 2019-2023. UNIDO, as Chair of the UN Programme Committee, chaired the Senegal/UN meeting that approved the Report on UNDAF implementation. In the joint meeting for planning activities for 2020, the GoS expressed its satisfaction with the fact that the priority of inclusive growth was mobilizing 75% of the joint programme resources out of a USD 200 million budget, with USD 160 million already mobilized. The PCP has played a key role in the growing level of industrial investments in the UNDAF for 2020.

4. PROGRAMME-LEVEL RESULTS

4.1 COORDINATION AND GOVERNANCE

PCP Steering Committee

The coordination and governance were reinforced in 2019 through increased interaction with the Ministry of Industrial Development and Small and Medium Industries (MDIPMI), as well as with other ministries, development partners and the private sector. The PCP Retreat with the MDIPMI in March 2019 and the PCP Steering Committee in July 2019 illustrated the strengthening of the PCP as a governance mechanism that helps coordinate all stakeholders around the industrial priorities of the Government. The PCP Steering Committee mobilized almost 100 people and adopted a Roadmap for 2019-2020 that recognized the great progress made in PCP resource mobilization and implementation, and validated activities to be implemented in 2019-2020.

Policy

The PCP and its activities have contributed to strengthening the normative role of the Government. It has particularly been the case of the EU-UNIDO High-Level Conference on Circular Economy, Green Industry and Jobs that led to the adoption by the participants and the Ministry of Industrial Development of the “Dakar Vision on Circular Economy, Green Industry and Jobs” that position Senegal as a place that supports the green economy and intends to attract green investments. The Dakar Vision will be implemented through the GEF-funded project on the management of municipal and dangerous waste (PRO-DEMUD). The project has contributed to the elaboration of legislation that should be integrated in the Environmental Code.

Another opportunity was the Conference on public-private partnerships in the area of vocational trainings. This led to the adoption of the “Dakar Declaration on public-private partnership in the area of vocational trainings” by the participants and the Ministry of Industrial Development and Ministry of Vocational Training. The Declaration is expected to be followed-up with a new project in 2020, funded by several partners.

Technical Working Groups

The National Working Group and the Restricted Working Group that were established to guide and validate the work done for the establishment of the agro-poles, particularly the feasibility studies for the Northern, Center and Southern agro-poles, met several times during 2019. The Public-Private Technical Committee established to guide and validate all work related to the establishment of the SEZs also met several times to accompany future development.

Project Working Groups

In 2019, three working groups were launched. The first working group will review the industrial policy with the technical support of UNIDO and the financial contribution of the AfDB (grant from the Japan Trust Fund). The second working group will work on a feasibility study for positioning Senegal in the automotive sector, whereas the third working group will focus on a feasibility study on the potential of Senegal in the leather industrial sector, which will build on a joint report by UNIDO and the Beijing University on the “Growth Identification and Facilitation for Industrial Upgrading and Diversification” (GIFI-UD report).

4.2 PARTNERSHIPS AND RESOURCE MOBILIZATION

Financial institutions: An important achievement of the PCP has been the leveraging of resources from financial institutions for large-scale industrial projects of the PSE/PCP. Several financial institutions have particularly supported this approach: the African Development Bank, the Islamic Development Bank (IsDB), the European Investment Bank (EIB) and the International Fund for Agricultural Development (IFAD). The Republic of Korea, through the Koafec Trust Fund by the AfDB will be contributing a grant for the feasibility study for the Northern agro-pole. These partners have allocated significant resources (grants and loans) for three agro-poles in the North, Center and South of Senegal. As a bilateral agency, Enabel has also played an important role through the allocation of grants both for a feasibility study and investments (see below section on Bilateral/multilateral development partners).

- **AfDB:** USD 43 million loan for the South agro-pole was signed in January 2020. In addition, a USD 40 million loan was pledged for the Center agro-pole and a USD 700,000 grant (Koafec Trust Fund) for the feasibility study (to be finalized in 2020), and USD 50 million loan pledged for the North agro-pole (to be approved in 2020).
- **EIB:** €40 million pledged for the Center agro-pole and €50 for the North agro-pole (to be approved in 2020).
- **IsDB:** USD 27 million loan for the South agro-pole was signed in December 2019.

- **IFAD:** Through a joint support project for the resilience of value chains (PARFA) with a pool of GEF funding (USD 7.2 million) and national resources (USD 28.5 million), UNIDO and IFAD are supporting smallholder farmers to add value to their agricultural produce and address climate change, which is linked to the establishment of the Center agro-pole.

In order to launch the agro-pole initiative, the GoS has contributed its own resources (around USD 950,000) to the funding of the feasibility study for the Southern agro-pole which was strategic in mobilizing AfDB and IsDB's support, which materialized with the signature of two loan agreements on the basis of UNIDO feasibility studies.

Bilateral/multilateral development partners: Belgium (Enabel), China, European Union, France (AFD, Ministry of Finance), Germany (BMZ, GIZ, KfW), Global Environment Facility, Japan (JICA, ITPO Tokyo), Republic of Korea, Luxembourg.

- **China:** Through its regular contribution to the UNIDO Partnership Trust Fund, China has contributed to important phases of the PCP's establishment, its coordination function, the support provided by UNIDO to the Government in the development of a new law on special economic zones, the expertise provided for the establishment of the Diamniadio Industrial Park, etc.
- **European Union:** Under the new West Africa Competitiveness regional programme (WACOMP), the EU and UNIDO will support Senegal's Quality System and West Africa's business environment, starting in 2019. This programme shows strong cooperation opportunities in the framework of the Southern agro-pole especially with the BMZ funded project. In addition, the country component of the WACOMP focuses on the mango value chain in Senegal and could support the Southern agro-pole.
- **France:** In preparation of the Afrique-France Summit in June 2020, the Ministry of Finance has launched a competition to finance 10 innovative projects in Africa. A private sector project (Cap Vert Energy) supported by UNIDO with the objective to install a solar grid in the Diamniadio Industrial Park, was selected. Through this project, France will support the establishment of green industrial parks in Africa (€500,000) in addition to a USD 2,5 million private sector investment.
- **Belgium (Enabel):** The Belgium Cooperation Agency (Enabel) has allocated resources (grants) to support the feasibility study (USD 900,000 confirmed) and investments for the Center agro-pole (total around USD 30 million, approved in the Cooperation Agreement with Senegal).
- **Germany:** Within the framework of the G20 Compact with Africa, consultations between Germany and UNIDO led to the signature of an agreement (€8 million) to support vocational trainings and job creation in the context of the PCPs in Ethiopia and Senegal. In Senegal, the project will focus on supporting the Southern agro-pole in Casamance and on technical assistance for the development of industrial parks. Also, a project funded by Germany on women's empowerment in green industry was launched at the end of 2019. These projects will be implemented in coordination with other components developed by GIZ and KfW.
- **Global Environment Facility (USD 69.7 million):** In addition to the PARFA project (USD 35.7 million) presented in the above section, two other projects are financed by the GEF to support the sustainable industrial development of Senegal. The first one is the PRODEMUD (Environmentally sound management of municipal and hazardous solid waste to reduce emission of unintentional POPs, USD 19 million), which is financed with USD 2 million from GEF and USD 17 million of co-financing. The second one is the project on "Sustainable Cities" (USD 15 million), financed with USD 3.2 million from GEF and with USD 11.8 million co-financing.
- **Japan:** The UNIDO Investment and Technology Promotion Office (ITPO) in Tokyo has placed an adviser in the UNIDO Office in Dakar since August 2019 to prepare for TICAD 7 in Yokohama, and support the Japan-UNIDO cooperation and Japanese private investments in Senegal. The UNIDO office in Dakar focused on 2 flagship projects. The first is on the Northern agro-pole where Japan has strong experience in the valorization of rice value chains. The second concerns SEZs, where Japan is interested in developing a SEZ dedicated to the Japanese private sector. The agreement is expected to be signed at the beginning of 2020. In addition, on the occasion of the 35th anniversary of the Japan-Senegal vocational training center in 2019, Japan announced a new contribution (USD 1 million). Through providing youth with industrial skills, Japan contributes to support the industrial focus of the Government.
- **ACP Secretariat-European Union:** A new agreement was signed with UNIDO under the 11th European Development Fund (EDF) to support business-friendly and inclusive national and regional policies, and strengthen productive capabilities and value chains in ACP countries. This large-scale programme (total €34 million, €8 implemented by UNIDO), implemented in partnership with the World Bank and ITC, will benefit Senegal as a

pilot country and will start in 2020.

- **Luxembourg:** Through various projects, UNIDO, ILO and Luxembourg have developed innovative approaches related to vocational training, professional insertion and local economic development. Those approaches and methodologies will be utilized to support the development of the human capital in the agro-poles that are under establishment in Senegal. In addition, UNIDO, the EU and Luxembourg are supporting public-private partnerships in the area of vocational trainings, in partnership with the Ministries of Industrial Development and SMIs, and Employment, Vocational Trainings and Handicraft. A Dakar Declaration on “Public Private Partnerships in the area of vocational trainings” was jointly presented by the two ministries and approved by all stakeholders in November 2019.

Others: UN system, business sector, local authorities, civil society

- UNIDO-UNFPA: A new agreement was signed for a pilot phase to combine the Demographic Dividend and ISID. It consists in supporting the social and economic empowerment of women in decentralized municipalities of Dakar. The extension to a large-scale programming phase will take place in the future based on achievements. This programme will allow to design a new business model of local economic development, including a social dimension (health and education) and an economic dimension (entrepreneurship). Other contributing UN agencies are UNDP, UNCDF, UNICEF, and UN-Women.
- UNIDO, UNCDF, UNFPA and UNICEF: A proposal was prepared for submission for funding under the new UN SDG Trust Fund.
- An MoU with the “Club des Investisseurs Sénégalais” was prepared for possible signature in 2020.

Resource mobilization for UNIDO TC in Senegal amounts to USD 23.6 million across 25 projects (16 national and 9 regional/global projects).

In addition, several commitments by the AfDB towards PCP priorities are expected in 2020 for a total of \$1,670,000: industrial policy (\$300,000); study on leather industry (\$100,000); Study on automotive industry (\$160,000); manual on SEZs (\$150,000); national quality policy (\$500,000); and a study for a regional mining hub (\$460,000). These resources were approved through the signature of an agreement with the Ministry of Economy, Planning and Cooperation.

4.3 RESULTS OF PCP ADVISORY SERVICES

Following the revision of the “Lettre Politique Sectorielle de Développement” (Government’s sectoral policy paper on industry), a new Action Plan was approved by the Government, which was developed with the support of UNIDO. This new Action Plan will support the main PCP priorities.

The UNIDO-EU-ECOWAS-Senegal High-Level Conference on Circular Economy, Dakar, 22-23 July 2019 was an opportunity for the Government to gain understanding of issues related to a transition towards a circular economy and integrate its principles in the new industrial policy to be developed.

In addition, UNIDO, the EU and Luxembourg are supporting Public Private Partnerships in the area of vocational trainings in partnership with the Ministries of Industrial Development and SMIs and Employment, Vocational Trainings and Handicraft. A Dakar Declaration on “Public Private Partnerships in the area of vocational trainings” was jointly presented by the two ministries and approved by all stakeholders in November 2019.

4.4 TECHNICAL COOPERATION RESULTS

Major achievements took place through the implementation of 16 national projects and 9 regional/global projects amounting to USD 23.6 million for direct UNIDO TC in Senegal.

The TC projects support PCP priorities through thematic transversal interventions in areas of: private sector development; investment promotion and industrial modernization; job creation and vocational training; local economic development; environment/energy and sustainable cities; and quality infrastructure and trade facilitation.

SELECTED HIGHLIGHTS

Logistical platforms for private investors: In addition to the first three industrial parks already operational since 2018 (Diamniadio, Diass and Sandiara), feasibility studies for three new industrial parks were launched in 2019 and should be continued in 2020. The development of two of the parks is expected to be financed by China and Syno-Hydro in the Center and North of Senegal. The third is expected to be financed by Turkey in Bargny’s port of Dakar.

Agro-industrial transformation: The feasibility study for the Southern agro-pole was finalized by UNIDO at the end of 2019. On this basis, loan agreements for infrastructure and technical assistance were signed between the Government of Senegal and the IsDB (USD 27 million) as well as with the AfDB (USD 43 million). The other two feasibility studies (Center and North) should be launched in 2020 through agreements with UNIDO. The related loan agreements are expected to be signed in 2020 for the Center and 2021 for the North.

Trainings and jobs in industry: The “Special Initiative in Training and Job Creation” funded by the German cooperation (BMZ) and implemented by UNIDO was launched within the framework of the German Compact with Africa (G20). It will support the PCPs in Ethiopia and Senegal. In Senegal, the project will accompany the development of the Southern agro-pole in order to prepare the implementation of the infrastructure and support socio-economic development in the three regions of the South.

Youth and women empowerment (Fass Emergent): UNIDO and UNFPA launched a new partnership for the operationalization of the demographic dividend concept through an initiative on the social and economic empowerment of women and youth in a decentralized municipality of Dakar, Fass. The main results of this project in 2019 are the training of a network of economic advisers and the construction of a financial scheme to finance youth and women-led business projects.

Investment promotion (ACP/EU): Senegal is a pilot country for a new programme that aim to support investment promotion in value chains. It is funded by the Secretariat of the Africa, Caribbean and Pacific Group of States and the European Union and is jointly implemented by the World Bank, ITC and UNIDO. In Senegal, the component implemented directly by UNIDO will help improve the investment promotion policy and institutional organization according to best international practices.

4.4.1 ESTABLISHMENT OF COMPETITIVE AND INTEGRATED AGRO-POLES

After the prefeasibility study conducted by UNIDO in 2015 to support the establishment of three agro-poles, the Senegalese Government decided to support the development of three agro-poles as planned in the Plan Sénégal Emergent.

In terms of investments, each agro-pole is expected to mobilize around USD 100 million in public investments. These public investments are expected to be financed through grants from Enabel (Center agro-pole) and loans by the AfDB and the EIB for the agro-poles in the Center and the North, and already signed loans by the AfDB and IsDB for the agro-pole in the South. These public investments are expected to leverage high volumes of private investments.

ONGOING

Establishment of competitive and integrated agro-poles	Covered area	Donor	Nature of funding	Year of funding	Funding (US\$)
UNIDO TC - Feasibility Studies					
Feasibility study for the establishment of competitive and integrated agro-pole in the Center ERP ID: 190020	National	ENABEL (Belgium)	Grant to UNIDO		935,000

Phase 1: Feasibility study for the establishment of competitive and integrated agro-pole in the South Phase 2: Feasibility study for the establishment of competitive and integrated agro-pole in the South ERP ID: 180031	National	Senegal	Public financing through UNIDO		553,700 300,000
Inclusive and sustainable industrial development for job creation in Ethiopia and Senegal (Agro-pole South) ERP ID: 190092	National	Germany (BMZ)	Grant to UNIDO		4,444,000 (part of a USD 5 million project)
Sub-total					USD 6,232,700

Investments					
Agro-pole South	Agro-pole South	Islamic Development Bank	Loan to Senegal	2019	27,000,000
Agro-pole South	Agro-pole South	African Development Bank	Loan to Senegal	2019	43,000,000
Sub-total					USD 70,000,000
Total					USD 76,232,700

PIPELINE

Establishment of competitive and integrated agro-poles	Covered area	Donor	Nature of funding	Year of funding	Funding (US\$)
UNIDO TC - Feasibility Studies					
Feasibility studies for the establishment of competitive and integrated agro-pole in the North	National	African Development Bank (AfDB) – Korean Fund	Grants to UNIDO	2020	700,000
Sub-total					USD 700,000

Investments					
Agro-pole Center	National	Enabel (Belgium)	Grants	2020	30,000,000

Agro-pole Center	National	European Investment Bank (EIB)	Loan to Senegal (half co-funding with AfDB, to be confirmed)	2020	40,000,000
Agro-pole Center	National	African Development Bank	Loan to Senegal (half co-funding with EIB, to be confirmed)	2020	40,000,000
Agro-pole North	National	African Development Bank	Loan to Senegal (half co-funding with EIB, to be confirmed)	2020	50,000,000
Agro-pole North	National	EIB	Loan to Senegal (half co-funding with AfDB to be confirmed)	2020	50,000,000
Agro-pole South	National	Senegal	Public investment	2020/2021	27,000,000
Agro-pole South	National	Construction and Exploitation Company	Private Investment	2020/2021	27,000,000
Sub-total		USD 210,000,000			
Total pipeline		USD 210,700,000			

4.4.2 OPERATIONALIZATION OF A NEW GENERATION OF INTEGRATED INDUSTRIAL PARKS

Industrial parks are a flagship project of the Plan Sénégal Emergent. The parks are expected to complement the SEZ status with modern logistical infrastructure based on international standards.

The objectives of UNIDO's expertise in support of the GoS were to:

- Deliver preliminary technical studies to enable the implementation of Integrated Industrial Parks (IIPs) and thus achieve the ambitious objectives of the PSE;
- Adopt an inclusive and sustainable approach to planning and implementation of IIPs;
- Promote a strong involvement of the private sector, at the local, regional and international levels;
- Mobilize public and private resources;
- Mobilize and coordinate resources of technical and financial partners;
- Strengthen the capacities of the structures in charge of implementation in order to ensure efficient project implementation and optimal management.

Through the PCP, UNIDO's expected technical support to the Government in the development of the parks was particularly: Advice for the development and management of the Diamniadio industrial park;

- Review of the legal, regulatory and institutional frameworks;
- Technical, economic and financial studies for the other parks;
- Inclusiveness and sustainability;
- Communication and promotion;
- Capacity-building.

As a result, UNIDO has delivered the following technical expertise:

- Definition of the cost-benefit model of the Diamniadio Industrial Platform (P2ID);
- Development of the business plan to maximize the profitability of P2ID;
- Recommendations on the relevance and modalities of application of the regime of SEZs of P2ID;
- Finalization of the incentive package (tax, customs, labour code, etc.) and the legal framework for P2ID;
- Setting up a platform for Public-Private Dialogue;
- Planning and preliminary studies for the implementation of the other Industrial Platforms.

New industrial parks are under development as part of the international cooperation between the GoS (APIX, Ministry of Economy, Plan and Cooperation, Ministry of Industrial Development and SMIs), Governments (China, Japan, Turkey, etc) and private entities. The first three were initiated with the support of the Ministry of Industrial Development and UNIDO.

Diamniadio Industrial Park (53ha) was inaugurated on 22 November 2018 by the President of Senegal, Macky Sall, together with the Minister of Industrial Development and UNIDO, in the presence of the diplomatic community and more than 3,000 people. Twelve companies are operating in the first part of the park (13ha). The other 40ha will be equipped through a loan pledged by the Exim Bank of China. Thirty companies have already applied for a space in the new area.

The second park is the Sandiara Industrial Park (100ha), initiated by the municipality. Six international companies are already operating, and more than 30 companies have already made a request for a space in the industrial park.

Diass Industrial Park is the largest one, with an area of 700ha. At the moment, only one Senegalese company has started its operations, but more than 15 large companies have already placed a request as Promoter-Developers. The Ministry of Industry has signed an MoU with a company (China) to realize feasibility studies in order to implement two new industrial parks and build related infrastructure. In parallel, APIX is working with a large investor from Turkey to develop a new industrial park in the Port of Bargny, which is a strategic area with SEZ status. UNIDO will continue providing technical support in order to reinforce the legal framework of industrial parks through a new technical cooperation project financed by Germany (BMZ).

COMPLETED

Operationalization of a new generation of integrated industrial parks	Donor	Nature of funding	Year of funding	Funding (US\$)
Technical assistance for implementation of integrated industrial platforms in Senegal ERP ID: 140215	Senegal, China	Grant	2016	360,000
Sub-total				USD 360,000

ONGOING

Operationalization of a new generation of integrated industrial parks	Covered area	Donor	Nature of funding	Year of funding	Funding (US\$)
UNIDO TC - PCP Horizontal Projects (technical knowledge and technology transfer)					
Continuation of technical assistance concerning SEZ and industrial parks ERP ID: 190092	National	Germany (BMZ)	Grant for Sonder Initiative	2019	556,000 (part of USD 5 million project)

Investments (3 Operational Industrial Parks)					
Diamniadio Integrated Industrial Park	National	Senegal	Direct public financing	2017	40,000,000

Diamniadio Integrated Industrial Park	National	Private sector (11 companies)	Private investment	2018	60,000,000
Sandiara Integrated Industrial Park	National	Private sector (14 companies)	Private investment	2019	70,000,000
Diass Integrated Industrial Park	National	Private sector (13 companies)	Private investment	2019	2,000,000 (initial)
Total					USD 172,916,000

PIPELINE INVESTMENTS

Operationalization of a new generation of integrated industrial parks/sub-program title	Covered area	Donor	Nature of funding	Year of funding	Funding (US\$)
Investments					
Diamniadio Integrated Industrial Park	National	EximBank, China	Loan to Senegal (approved in principle, agreement under finalization)	2020	112,700,000
Investments for Touba Industrial Park	National	China - SINOHY-DRO	Loan to Senegal	2020	TBC after feasibility studies
Investments for Northern Industrial Park	National	China - SINOHY-DRO	Loan to Senegal	2020	TBC after feasibility studies
Investments for Dakar Bargny's port (Phase 1)	National	Turkey	Loan to Senegal	2020	120,000,000 (TBC)
Investments for Dakar Bargny's port (Phase 2)	National	Turkey	Loan to Senegal	2022	450,000,000 (TBC)
Sub-total					USD 582,000,000

4.4.3 REFORM ON SEZs AND INCENTIVE PACKAGES

UNIDO supported the Government through advisory services for the drafting of two laws and related decrees, as well as advisory support for the drafting of agreements between the administrator of SEZs (APIX) and different promoter-developers, such as APROSI or the municipality of Sandiara.

The parks of Diamniadio, Sandiara, Diass and Bargny are currently recognized as SEZ by the Government. A masterplan on SEZ localization all over the country was realized by the Government and clearly indicates the possible future development of eight SEZs in Senegal, including new industrial parks, the regional mining hub and touristic zones.

Agro-poles do not yet have SEZ status, but studies conducted by UNIDO for the Southern agro-pole recommend to develop an incentive package in order to attract investments. UNIDO is also supporting the SEZ through a grant mobilized from the AfDB for the "Public Private Committee" (Comité Paritaire Public-Privé).

COMPLETED

Reform on SEZs and incentive packages	Covered area	Donor	Nature of funding	Year of funding	Funding (US\$)
<p>Technical assistance for implementation of integrated industrial platforms in Senegal/ Special Economic Zone (SEZ) reform.</p> <p>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 (ASEZ) and the control and supervision of SEZs (Comité paritaire public-privé)</p> <p>ERP ID: 140215</p>	National	Government of Senegal contribution through IDF	Grant	2018	100,000
Sub-total					USD 100,000

4.4.4 DEVELOPMENT OF A REGIONAL MINING HUB

After preliminary work to develop small and medium-sized enterprise (SME) activities in the Kédougou mining region, UNIDO supported the dialogue between the Ministry of Industrial Development and the AfDB on a feasibility study to assess the potential of a regional mining hub. On the request of the GoS, the AfDB has included the amount of \$US 460,000 to finance the feasibility study as part of a grant funding agreement with the Ministry of Finance (PAIMRAI - Projet d'Appui Institutionnel à la Mobilisation des Ressources et à l'Attractivité des Investissements). The feasibility study for the regional mining hub is expected to start in 2020 under the leadership of the Ministry of Industrial Development, in partnership with UNIDO and various governmental services and institutions.

PIPELINE

Development of a Regional Mining Hub	Covered area	Donor	Nature of funding	Year of funding	Funding (US\$)
Feasibility study					

Feasibility study for the establishment of a Regional Mining Hub	National	African Development Bank (AfDB)	Grants to GoS	2020	460,000
Sub-total				USD 460,000	

4.4.5 INDUSTRIAL POLICY

The Plan Sénégal Emergent has placed the industrialization of Senegal as a major priority. The PCP aims to accompany the implementation of the industrial component of this Plan which includes the review of the industrial policy. Since the beginning of the PCP, UNIDO has been supporting the process of improving the industrial policy with several actions such as: training for the staff of both Ministry of Industry and Economy, technical expertise and policy advice during the elaboration of “Government sectoral policy paper on industry” (Lettre de Politique Sectorielle de Développement de l’Industrie - LPSD and its Plan of Action) and a study on “Growth Identification for Industrial Upgrading and Diversification” (GIFIUD) focused on the identification of “quick victories” which means sectors in which Senegal could become competitive at international level and create a large number of jobs.

Through a policy dialogue between the AfDB and the GoS, supported by UNIDO, a grant of USD 300,000 was mobilized in 2019 for the review in 2020 of the Senegal Industrial policy. In addition, another grant was mobilized by the AfDB for the implementation of the National Quality Policy (USD 500,000). These activities are integrated in a programme between the AfDB and the Ministry of Finance (PAIMRAI).

PIPELINE

Industrial Policy	Covered area	Donor	Nature of funding	Year of funding	Funding (US\$)
Feasibility study					
Review of Senegal Industrial Policy	National	African Development Bank (AfDB)	Grants to GoS	2020	300,000
Sub-total				USD 300,000	

4.4.5.1 ADDRESSING INDUSTRIAL CHALLENGES IN THE LEATHER INDUSTRY AND THE AUTOMOTIVE SECTOR

The PSE and the PCP highlighted the need to identify sectors with high potential for value addition and increasing Senegal’s international competitiveness. In this regard, the Government decided to further develop a modern sector, such as the automotive industry, and a traditional one such as the leather industry. The automotive sector was also selected by ECOWAS Ministries of Industry through a strategy aimed at developing the sector at the regional level. The leather sector was identified as one of the sectors with the potential to achieve “quick wins” through a study conducted by UNIDO and the University of Beijing on “Growth Identification for Industrial Upgrading and Diversification”. UNIDO’s support to the Government helped the mobilization of USD 160,000 from the AfDB for a feasibility study on the automotive industry and USD 100,000 for the leather sector. The studies are expected to commence in 2020 under the responsibility of the Ministry of Industrial Development and SMI.

PIPELINE

Industrial Challenges	Covered area	Donor	Nature of funding	Year of funding	Funding (US\$)
Feasibility study					
Feasibility study for the revitalization of the leather industry.	National	African Development Bank (AfDB)	Grants to GoS	2020	100,000
Feasibility study for the potential integration of Senegal in automotive value chains	National	African Development Bank (AfDB)	Grants to GoS	2020	160,000
Sub-total				USD 260,000	

4.4.6 CROSS-CUTTING PROJECTS

In order to support and accompany Senegal through the quality development of its industrial approach, various technical cooperation projects have been implemented in UNIDO areas of expertise such as:

- *Creating sharing prosperity*: agro-industry, youth and women’s employment, vocational trainings, etc.;
- *Advancing economic competitiveness*: industrial upgrading, quality, innovation, industrial policies, investment promotion, etc.;
- *Safeguarding the environment*: clean production, circular economy, energy efficiency and clean energy, and compliance with multilateral environmental agreements, etc.

Projects in these areas support the PSE and its Priority Action Plan 2019-2023, particularly its Strategic Priority No.6 on “Inclusive and Sustainable Industrialization” and its expected effects, namely:

- Effect 6.1: The industrial sector is densified and diversified.
- Effect 6.2: The industrial sector is more dynamic in terms of innovation, wealth creation, employment and innovation.
- Effect 6.3: Sustainable production and consumption modes are established.

4.4.6.1 STRATEGIC PRIORITY ON “INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION - EFFECT 6.1: THE INDUSTRIAL SECTOR IS DENSIFIED AND DIVERSIFIED

Agricultural Value Chains Resilience Support Project (PARFA)

Under the authority of the Ministry of Agriculture and Rural Equipment of Senegal, PARFA is jointly implemented by UNIDO and IFAD, acting as GEF executing agencies within the framework of the GEF’s Integrated Approach Pilot for Food Security, its regional programme supporting Sub-Saharan countries. The project is funded through GEF-6 funds (USD 7.2 million 2015-2021). It focuses on improving agro-ecosystem services, food security, and incomes of small-scale farmers by creating remunerative employment for rural people – especially youth and women – in the most sustainable way, including land preservation, and the greening of agricultural and transformation activities.

CEREAL PROCESSING TRAINING



MILK PROCESSING TRAINING



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’s empowerment and youth employment, in order 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 was signed in September 2019. Based on UNIDO-UNFPA cooperation in Zambia, UNFPA expressed an interest to extend the collaboration to Guinea-Bissau and Mauritania. The medium-term common objective of the two organizations is to gradually extend the approach to the 23 countries covered by the UNFPA Regional Office in Dakar.

German G20 initiative on “vocational trainings and jobs” to support job creation through the PCP approach in Ethiopia and in Senegal (Compact with Africa Sonder Initiative).

In the context of the G20 Compact with Africa, Germany (BMZ) is supporting a new initiative on “Vocational training and jobs”. Germany will support job creation in the Southern agro-pole and accompany the development of industrial parks. The project will consist in implementing the UNIDO IDEA approach which consists in:

- Creating sustainable jobs in selected sectors/value chains;
- Fostering private sector development through entrepreneurship and the building of a strong MSME network rooted in the formal sector;
- Building partnerships to ensure long-term employment and attract investments; and
- Facilitating access to innovative financing schemes/tools to support MSMEs during their initial development.

The three-year project was approved in 2019 for implementation starting in 2020. It will be implemented in parallel in Ethiopia and in Senegal. The specific dedicated budget to Senegal will be of USD 5 million.

4.4.6.2 STRATEGIC PRIORITY ON “INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION - EFFECT 6.2: THE INDUSTRIAL SECTOR IS MORE DYNAMIC IN TERMS OF INNOVATION, WEALTH CREATION, EMPLOYMENT AND INNOVATION

Small and medium-sized enterprise upgrading programme

The Industrial Upgrading Office (BMN) was established with the support of UNIDO in 2004 in partnership with the AFD (French Development Agency) and the European Union. The BMN has strengthened its capacity through time with technical assistance from UNIDO at regional (UEMOA Industrial Upgrading Programme) and country levels. It has become a model for other African countries in the region and beyond (Central Africa). Its work consists in accompanying local enterprises in increasing their international competitiveness through upgrading of industrial processes and market strategies. It seeks to diversify the Senegalese industrial fabric and improve the business environment through the implementation of an Industrial Upgrading Programme. Since 2010, UNIDO has assisted the Office to integrate environmental and energy efficiency components into its upgrading approach to encourage companies to invest in energy management and take into account the negative impacts of their activities on the environment.

Commercial Vehicles and Heavy Engines Academy (AGEVEC)

AGEVEC is the result of an innovative public-private partnership development initiative led by UNIDO in the area of vocational trainings. It helps combine the strength of five categories of benchmark players in the fields of education/training and industry. AGEVEC’s objective in Senegal was to improve the employability of young people trained in vocational and technical training establishments, and support the human resource needs of industrial projects part of the PCP. It contributes to increasing the supply of qualified intermediate and senior technicians by setting up academic hubs in the country, which will also support agro-poles, industrial parks and the regional mining hub.

The results recorded by the project in Senegal include:

- 37 young Senegalese including 4 girls, holders at the entrance of the Technical BAC and / or the BTS in mechanics, have successfully followed the academy’s courses and completed their one-year qualifying training cycle in Morocco, from 2017 to 2019;
- 37 young people are integrated and employed in Senegalese and Moroccan companies and occupy positions of responsibility (workshop manager, maintenance manager, etc.);
- 1 network of 25 brand-name companies and dealers is set up to facilitate the placement of young trainees and returning trainees and their professional integration;
- 1 project for the creation and development of an Academy (AGEVEC Senegal) is in the formulation phase with the State of Senegal (Ministry of Employment, Vocational Training and Handicrafts); and
- 1 declaration by the authorities (MEFPA, MDIPMI, PTF) to establish public-private partnerships in the FPT system as a lever for the development of education and training policies.

Supporting investment promotion in value chains with the ACP Group of States and the European Union

The programme, entitled “EU/ACP Supporting business-friendly and inclusive national and regional policies for strengthening productive capabilities and value chains”, is a large initiative launched by the ACP Secretariat with the financial support of the European Union (USD 37 million). It is implemented jointly by UNIDO, the World Bank and the International Trade Center (ITC). The component related to investment promotion (USD 8.7 million) is implemented by UNIDO, including in Senegal which was selected as a pilot country.

The objective of the five-year project that will start implementation in 2020 is to improve the investment promotion policy and function in Senegal, in line with UNIDO methodologies and best international practices. Through this project, UNIDO will work closely with the APIX, the Ministry of Industrial Development and SMIs, the Ministry of Economy, Planning and Cooperation, as well as with all ministries, institutions and stakeholders involved in investment promotion, including the private sector.

Trade facilitation and quality – The West African Quality System Programme (PSQAO) and West Africa Competitiveness Programme (WACOMP)

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.

As a follow-up to this programme, the WACOMP, implemented jointly by UNIDO and ITC, has the objective to support value chain development at both regional and country levels. UNIDO will manage the regional quality component as well as some national projects. Senegal will benefit from both the regional and country components. The country component should include activities related to the development of the mango value chain, which is in line with the objectives of the Southern agro-pole.

4.4.6.3 STRATEGIC PRIORITY ON “INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION - EFFECT 6.3: SUSTAINABLE PRODUCTION AND CONSUMPTION MODES ARE ESTABLISHED

The progress recorded in cross-cutting interventions is particularly marked by the continued implementation of two GEF Integrated Approach Programmes. The first is on sustainable cities, the second is on municipal and dangerous waste management. Both projects are aligned with the flagship projects of industrial parks and agro-poles.

Sustainable cities initiative

The “Sustainable Cities” project aims to promote renewable energies, energy efficiency, and integrated waste management in the industrial park of Diamniadio. The main objective of this four-year project, financed by the GEF and supported by the technical assistance of UNIDO, is to improve the capacity to plan and implement practices of sustainable city management. The project is focusing on the integration of industrial parks, through the promotion of investments in renewable energy, energy efficiency, low-carbon technologies and the reduction of persistent organic pollutants (POPs) in Diamniadio companies and in the large area of Dakar. It is implemented with the support of national institutions such as the Industrial Upgrading Office that was established in 2004 with the technical support of UNIDO.

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

Launched in late 2016 for five years, PRODEMUD aims to reduce emissions of unintentionally produced POPs in two municipalities of Senegal, which are Tivaouane and Ziguinchor. As part of its activities, PRODEMUD will help hospitals to safely manage their bio-medical waste and support an additional 50 health centers in this regard through the mutualization of modern equipment to neutralize and destroy the waste. PRODEMUD is part of a regional programme created by ministerial decision. It is implemented by UNIDO, in collaboration with the State of Senegal through the Ministry of Environment and Sustainable Development, with a total budget of USD 19,030,186 or 9,515,093,000 CFA francs, co-financed by the GEF, UNIDO, the State of Senegal, the National Solid Waste Management Program, and the municipalities of Tivaouane and Ziguinchor where it operates.

Low Carbon Programme

UNIDO works together with the Government of Japan and in partnership with the National Cleaner Production Centers to increase awareness and demonstrate the opportunities and benefits of low carbon and climate resilient development in productive industries in Egypt, Kenya, Senegal and South Africa. This is done, among others, through the promotion and introduction of green industry policy instruments and of resource efficient and cleaner production (RECP) practices and techniques.

Through this project, UNIDO is assisting Senegal to develop and implement climate resilient solutions by enabling the transfer, deployment and scaling-up of appropriate technical solutions in the areas of resource efficiency, cleaner production, and waste and effluent management. The project consists of three components:

- Government action: Vulnerability of the industry to climate change is assessed and relevant national policies and strategies are reviewed to propose an action plan to assist the implementation and operationalization of

existing policies.

- **Green Industry Policy Pilots:** Technical assessments are conducted at selected enterprises to explore the needs and opportunities of low carbon and climate resilient industrial development.
- **Partnerships:** Demonstration projects are prepared, and information dissemination events are held to promote the application of green industry to achieve low carbon and climate resilient industrial development. Such projects and events are also intended to foster partnerships at government and business levels by raising awareness and exchanging information. As a follow-up to the Yokohama Declaration 2013, it is encouraged to establish a Japan-Africa business partnership, in collaboration with the Investment and Technology Promotion Office (ITPO) in Tokyo through project activities. Since 2019, the ITPO finances an ITPO adviser based at the UNIDO Office in Senegal.

In Senegal, the project supported 12 companies in the targeted sub-sectors (i.e. processing of local cereals, fruit juices and fishery products) and identified clean technology needs for drying, cooking, washing processes, etc.

Women's empowerment in green industry

This is a global US\$ 1,000,000 project implemented in four countries: Senegal, Cambodia, Peru and South Africa. Funded by Germany (BMZ), it focuses on the economic empowerment of women in green industry, and is implemented by UNIDO in partnership with UN Women. It started in 2017 with a diagnostic study on the status of women in green industry in Senegal, which was carried out by UNIDO. This study assessed the integration of the gender dimension in the country's green industry policies, and consisted in analysis and developing strategies that take into account equal opportunities between men and women in institutions and the private sector. The full participation of women will be assessed at all stages of governance: from the definition of roles and responsibilities, to the implementation of tasks, control of resources and fair distribution of benefits.

FUNDING FOR CROSS-CUTTING PROJECTS

NATIONAL COMPLETED PROJECTS

ERP ID	National Completed Project / Sub-Programme Title	Donor	Nature of funding	Year of funding	Funding (US\$)
PCP coordination and events					
140100	Technical cooperation framework between UNIDO and Senegal	Trust Fund for Trade- Related Capacity Building	Grant	2015	132,000
160090	Fifth inclusive and Sustainable industrial Development Forum and industrial investment promotion meetings, Dakar	Partnership Trust Fund- China	Grant	2016	225,000
Private sector development-investment promotion, including agro-industry					
130316	Integrated industrial upgrading and enterprise development approach	Senegal	Grant	2016	984,000
Youth and women's employment					

120103	Insertion of outgoing professional and technical training in the northern and central regions of Senegal (IDEA1)	Luxembourg	Grant	2013	1,100,000
120489	Promotion of local economic development in the Louga region (IDEA2)	Luxembourg	Grant	2013	715,000
Sub-total				USD 3,156,000	

REGIONAL COMPLETED PROJECTS

ERP ID	National Completed Project / Sub-Programme Title	Donor	Nature of funding	Year of funding	Funding (US\$)
PCP coordination and events					
130028	Low carbon and climate resilient industrial development in Africa	Japan	Grant	2013	500,000 (Part of USD 2 million) regional project - See Annex 1 for Senegal allocation
140046	Upgrading of SPS standards and the value chain to facilitate access to regional and international markets for artisanal fishermen in West Africa	Standards and Trade Development Facility	Grant	2015	1,033,818 Total for regional project - See Annex 1 for Senegal allocation
Sub-total for regional projects				USD 1,533,818 - See Annex 1 for Senegal allocation	

NATIONAL ONGOING PROJECTS AS OF DECEMBER 2019

ERP ID	National ongoing Project / Sub-Programme Title	Donor	Nature of funding	Year of funding	Funding (US\$)
PCP coordination and events					
150038	PCP - Programme for Country Partnership for Senegal	Trust Fund for Trade-Related Capacity Building, Partnership Trust Fund - China	Grant	Various	127,200,150,000
Private sector development-Investment promotion, including agro-industry					
150071	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	UNIDO 3,646,000 IFAD 3,600,000 Co-funding: 28,500,000
Environment-energy					
100114	Environmentally sound management of municipal and hazardous solid waste to reduce emission of unintentional POPs (PRODEMUD) 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	GEF	Grant	2017	UNIDO 2,000,000 Co-funding 17,000,000
105415	HCFC Phase-out Management Plan (Stage I) 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.	Montreal Protocol	Grant	2018	280,000

150270	Sustainable cities initiative management 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 liveability 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.	GEF	Grant	2018	UNIDO 3,280,000 Co-funding 11,800,000
Youth and women's unemployment					
180292	Social and economic empowerment of women in decentralized municipalities of Dakar 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)	Regular Programme of Technical Cooperation	Grant	2018	62,170
Sub-total				USD 9,493,370	

ONGOING REGIONAL/GLOBAL PROJECTS BENEFITTING SENEGAL

ERP ID	Regional / Global ongoing Project / Sub-Programme Title	Donor	Nature of funding	Year of funding	Funding (US\$)
Trade facilitation and quality					
140203	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 Total for global - See Annex 1 for Senegal allocation
170095	West Africa Competitiveness and Quality Infrastructure Project (Idem 16)	European Union	Grant	2017	6,300,000 Total for regional project - See Annex 1 for Senegal allocation

170049	EU/ACP Supporting business friendly and inclusive national and regional policies, and strengthening productive capabilities and value chains (Idem 16)	Secretariat of the ACP Group of States – European Union	Grant	2017	8,700,000 Total for global project - See Annex 1 for Senegal allocation
Private sector development-Investment promotion, including agro-industry					
170065	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	250,000 (part of a USD 1.1 million global project) - See Annex 1 for Senegal allocation
Environment-energy					
150416	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 Total for global project - See Annex 1 for Senegal allocation
170094	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 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 Total for global project - See Annex 1 for Senegal allocation
140139	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 Total for regional project - See Annex 1 for Senegal allocation

Youth and Women Employment					
190092	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	Germany	Grant	2019	8,000,000 Total for regional project - See Annex 1 for Senegal allocation
Sub-total for global/regional projects				USD 50,109,1880 See Annex 1 for Senegal allocation	

PIPELINE PROJECTS

ERP ID	Pipeline Projects / Sub-Programme Title	Donor	Nature of funding	Year of funding	Funding (US\$)
Trade facilitation and quality					
	Senegal component of the West Africa Competitiveness Programme (WACOMP)	European Union	Grant	2020	USD 2.2 million
Youth and Women Employment					
	Académie Engins Lourds et Véhicules Commerciaux (AGEVEC) - Sénégal	Luxembourg, AFD, EU	Grant	2020-2021	USD 2.2 million
Environment-Energy					
	Implementation of the Eco-industrial Parks initiative for industrial zones in Senegal. This proposal to the Green Climate Fund (FVC), complements two CTCN interventions underway in Senegal: (1) The development of a sheet roadmap on energy technology CCP / CCCP 1 (2) Efficient and Cleaner Production Assessments (RECP) and the development of guidelines for the development of eco-industrial parks requested by the country ² . It will place particular emphasis on creating industrial symbiosis in existing industrial parks, bringing in new technologies to increase productivity and competitiveness and, therefore, attract foreign investment.				
	GEF 7 Accelerating the uptake of innovative cleantech solutions for climate action and sustainable and inclusive agricultural green value chains	GEF	Grant	2020	USD 3 million (GEF) Co-funding: 21 million
	GEF 7 Promoting sustainable mobility through green investments in Senegal	GEF	Grant	2020	USD 3 million (GEF) Co-funding: USD20 million)

5. LESSONS LEARNED AND BEST PRACTICES

Partnerships and coordination: The PCP has brought together the GoS, development partners and the private sector around shared ISID objectives, in a coordinated manner, while allowing each to implement respective activities 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.

Resource mobilization: Through a strong partnership approach, the PCP has helped the MDIPMI to develop dialogue and cooperation with development partners. Moving from the project approach to large-scale investments, the content of the cooperation with development partners has considerably changed with a more holistic vision from micro, to meso and macro level policy considerations. In addition, through the partnership approach, the PCP has demonstrated to be an important mechanism for leveraging investments. UNIDO's technical cooperation projects of a total of USD 23.6 million have helped leverage industrial investments of USD 305.214 million. Additional public and private investments of USD 953.4 million are in the pipeline for 2020-2021.

Reinforcement of the industrial capacity of the Government: the Ministry of Industrial Development and SMIs (MDIPMI) has progressively reinforced its capacities on three important functions supported by the PCP: industrial governance, the development of industrial projects, and partnerships and resource mobilization. Other ministries have directly benefitted from the PCP through technical assistance, particularly the ministries in charge of: Economy, Agriculture, Trade, Women, Vocational Trainings, Research and Innovation, Investment promotion, Energy and Environment.

Industrial governance: Through the PCP Steering Committee and the management of various projects, the MDIPMI has reinforced its role as inter-ministerial coordinator on industrial issues. The transversal issue of industrialization needs solid cooperation with other ministries such as Agriculture, Fishing, Decentralization, Environment, Energy, Economy, Vocational Training, Trade, or Research and Higher Education, etc. The review of the industrial policy will be an opportunity to build consensus with other key ministries and all stakeholders from the academia, the private sector and civil society. 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 resulting in greater development impact.

Industrial projects: The MDIPMI's role as leader and manager of large-scale projects has considerably increased with the industrial parks, the agro-poles and the regional mining hub. Through the PCP, the MDIPMI has benefitted from a supportive framework that brings together the GoS, development partners and the private sector. Having a national coordination body has helped overcome past challenges with inter-institutional and inter-agency linkages and collaboration, structuring support around industrial initiatives that require a variety of financial and technical inputs, which 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, and park development, to legal, customs and environment-related issues. This 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.

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 2019 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.

For the national level, it is important to note that the Steering Committee plays a key role in terms of communication and resources mobilization. In 2019, the Steering Committee convened more than 100 representatives, from ministries, development agencies, United Nations entities, the private sector, and local authorities.

At the international level, the UNIDO General Conference in Abu Dhabi in November 2019 served as an important platform to promote PCP Senegal. Senegal was represented by a large delegation and the experience of the country was showcased during various panels in plenary sessions, including the Seventh ISID Forum. The PCP Senegal was presented as a success story in terms of building a platform for the mobilization of large-scale industrial investments. This prompted the interest of several countries such as Tanzania and Burkina Faso whose delegations conducted a visit to Senegal after the GC.18 to learn more about the PCP experience.

The below examples report on events organized or co-organized by UNIDO in 2019 with large national media, press and social media coverage which served to promote PCP Senegal.

- **Africa Innovation Forum co-organized by Senegal, Belgium and UNIDO.** UNIDO was invited as a speaker in the opening session with various ministers and the Ambassador of Belgium. The agro-poles and the potential of industrial transformation in Senegal were showcased. More than 200 people participated. A special TV programme was organized in prime time with the conference's main partners, including UNIDO.
- **High-Level Conference on Circular Economy, Green Industry and Jobs.** Organized jointly by the EU and UNIDO, and supported by Senegal and ECOWAS. It was attended by two EU Director Generals, the Minister of Industrial Development, and 300 participants from Europe and West Africa with a third from the private sector. The conference adopted the "Dakar Vision on Circular Economy, Green Industry and Jobs". Newspapers and TV reported on the event.
- **Learning and Knowledge Development Facility Conference in Dakar** with the project "Académie Engins Lourds et véhicules Commerciaux" (AGEVEC) showcased UNIDO's work with the EU and Luxembourg for developing vocational trainings with the participation of the EU and Luxembourg Ambassadors, Senegal Minister of Employment and Vocational Trainings and the UNIDO Representative in Senegal. The "Dakar Declaration on public-private partnerships in the area of vocational trainings" was adopted by the participants and endorsed by the Ministries of Industrial Development and Employment in charge of Vocational Trainings. Newspapers and TV reported on the event.
- **Industrial Upgrading Days:** UNIDO's Representative in Senegal was invited in the opening session with various ministers. The various panels showcased the progress made by the Industrial Upgrading Office since its creation in 2004 with the support of UNIDO. Around 200 people attended. Newspapers and TV reported on the event.
- **Fass Emergent:** Launch of a pilot project with UNFPA and four other agencies (UNCDF, UNICEF, UNDP, UN WOMEN) on the Demographic Dividend. The launch took place with the UNDG Representative for Africa, the UN Resident Coordinator, Representatives of UN Agencies including UNIDO and the Municipality. Newspapers and TV reported on the event.
- **Inauguration** of Twyford tile company's new factory with the President of Senegal, the Minister of Industrial Development, the Minister of Mines and UNIDO Representative in Senegal. Newspapers and TV reported on the event.
- **Inauguration** of Lysa and Co. factory (agro-processing) with the Minister of Trade, local authorities, development partners and UNIDO. Newspapers and TV reported on the event.
- **Launch of the Industrial Policy Review** with the Minister of Industrial Development, the Ambassador of Japan, the private sector, AfDB and the UNIDO Representative in Senegal. Newspapers and TV reported on the event.
- **EIB Africa Day** with the President of Senegal, UN-Habitat, development partners and UNIDO representatives: Managing Director for Programme Development and Technical Cooperation, Director of the Department of Agribusiness, and the Representative in Senegal.

7. UPCOMING MILESTONES AND MAJOR RESULTS EXPECTED IN 2020

Policy: Launch of studies on the review of the industrial policy, the leather sector, and the automotive industry, which are expected to be financed by the AfDB.

Industrial projects:

- **Special economic zones:** a new project on SEZs is expected to start in the framework of the PAIMRAI programme financed by AfDB.
- **Integrated and competitive agro-poles:** Launch of two feasibility studies in partnership with UNIDO (Center and North), which are expected to be supported by the AfDB, Belgium and EIB.
- **Industrial parks:** Extension of Diamniadio (40ha); further development of the Sandiara industrial park and establishment of the Diass industrial park facility by a promoter-developer.
- **Regional mining hub:** Launch of the feasibility study, which is expected to be financed by the AfDB.

PCP expertise, knowledge and technology transfer cross-cutting projects: Continued implementation of UNIDO ongoing projects and launch of new projects, including:

- Launch of the project on “Vocational trainings and job creation” funded by the German Federal Ministry for Economic Cooperation and Development (BMZ);
- Implementation of the EU West Africa Regional Competitiveness Programme;
- Launch of EU/ACP project on “Supporting business-friendly and inclusive national and regional policies and strengthening productive capabilities and value chains”.

In addition, several initiatives related to agro-industry, investment promotion and environment are still under development. In total, 17 new initiatives are in the pipeline in terms 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

ERP ID	Donor	Project	Nature of funding	ALLOCATION						Funding (US\$)
				2015	2016	2017	2018	2019	2020	
NATIONAL PROJECTS										
PCP VERTICAL PROJECTS (PSE FLAGSHIP PROJECTS)										
PCP Coordination and Events										
150038	UNIDO Trust Fund for Trade related Capacity Building, Partnership Trust Fund- China	Japan	Grant							927,000
140100	UNIDO Trust Fund for Trade related Capacity Building	Cadre de coopération technique entre l'ONUDI et le Sénégal	Grant	132,000						132,000
160090	UNIDO Partnership Trust Fund -China	Fifth Inclusive and Sustainable Industrial Development Forum and industrial investment promotion meetings, Dakar	Grant			225,000				225,000
Industrial Parks/Special Economic Zones										
140215	Senegal, China	Technical assistance for implementation of integrated industrial platforms in Senegal/ Programme d'Assistance Technique Plateformes Industrielles Intégrées	Grant		360,000					360,000
Integrated and Competitive Agro-poles										
180031	Senegal	Feasibility study and business plan for the establishment of an integrated and competitive agro-pole in Senegal	Grant				582,656			582,656
190020	Belgium (Enabel)	Feasibility study Center Agro-pole	Grant			0,9 million transferred to UNIDO)				0.9 million
190092	Germany (BMZ)	Sonder Initiative	Grant					Total \$8.9 million for Senegal and Ethiopia		5 million national allocation
PCP HORIZONTAL PROJECTS (CROSS-CUTTING KNOWLEDGE AND TECHNOLOGY TRANSFER PROJECTS)										
Private sector development-investment promotion, including agro-industry										
130316	Senegal	Integrated Industrial Upgrading and Enterprise Development Approach	Grant		984,000					984,000
150071	GEF	Agricultural Value Chain Support Project	Grant			3,646 million				3.646 million
Environment and energy										
150270	GEF	Sustainable Cities Management Initiative for Senegal	Grant				3,280 million			3.280 million
100114	GEF	Environmentally sound management of municipal and hazardous solid waste to reduce emission of unintentional POPs - Implementation Phase	Grant			2 million				2 million
105415	Montreal Protocol	HCFC Phase-out Management Plan (Stage I)	Grant			280,000				280,000

Youth and women employment										
180292	UNFPA	Social and economic empowerment of women in decentralized municipalities of Dakar	Grant				10,170	52,000		62,170
120103	Luxembourg	Insertion of outgoing professional and technical training in the northern and central regions of Senegal (IDEA1)	Grant	1,100,000						1,100,000
120489	Luxembourg	Promotion of local economic development in the Louga region (IDEA2)	Grant	715,000						715,000
REGIONAL/GLOBAL PROJECTS										
Trade facilitation and Quality:										
140203	European Union	West African Quality System Support for the implementation of the ECOWAS quality policy	Grant	12.9 million total global						900,000 national allocation (part of total \$12.9 million global project)
170095	European Union	West Africa Competitiveness and Quality Infrastructure Project	Grant				6.3 million total regional			400,000 national allocation (part of total \$6.3 million regional project)
170049	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 total global			700,000 national allocation (part of total 8.7 million global project)
140046	Standards and Trade Development Facility	Upgrading of SPS standards and the value chain to facilitate access to regional and international markets for artisanal fishermen in West Africa								335,000 national allocation (part of total \$1,033,818 regional project)
Environment and Energy										
150416	European Union	EU Mitigating toxic health exposures in low- and middle-income countries: Global Alliance on Health and Pollution	Grant	5.1 million total for global project						100,000 national allocation (part of total \$5.1 million global project)
170094	European Union	EU IOMC Toolbox for Decision Making in Chemicals Management Phase III: From design to action	Grant		28,266					28,266 national allocation (part of total Euro 424,000 global project)

130028	Japan	Low Carbon Low Emission Clean Energy Technology Transfer Programme : \$2 million total for global project	Grant		500,000					500,000 national allocation (part of total \$2 million global project)
Youth and women employment										
140139	United States of America - Morocco	AGEVEC, Académie Engins Lourds et Commerciaux: \$1.4 million total project	Grant		500,000					300,000 national allocation (part of a \$1.4 million regional project)
170065	BMZ	Empowerment of women in the green industry	Grant					Total global project: 1.1 million		100,000 national allocation (part of total \$1.1 million global project)
Total									USD 23,557,092	

8. ANNEX 2: INVESTMENTS LEVERAGED BY THE PCP, INCLUDING FORECAST FOR 2020

			ALLOCATION					
Partner	Project	Nature of Funding	2016	2017	2018	2019	2020	total
PCP VERTICAL PROJECTS (PSE FLAGSHIP PROJECTS)								
Industrial policy and challenges								
African Development Bank	Review of Industrial Policy	Grant to Senegal managed by AfDB	Grant				0,3 million	0,3 million (Confirmed)
	Implementation of the national Quality Policy	Grant to Senegal					0,5 million	0,5 million (Confirmed)
	Feasibility study on automotive sector	Grant to Senegal managed by AfDB					0,1 million	0,1 million (Confirmed)
	Feasibility study on leather	Grant to Senegal managed by AfDB					0,1 million	0,1 million (Confirmed)
Integrated Industrial Parks								
Diamniadio International Industrial Platform								
	Building of Diamniadio Integrated Industrial Park	Senegal public investment		40 million				40 million (completed)
Private sector (14 registered companies)	Industrial production (textile, biometric cards, electric bikes and solar panels, PVC tubes) and services (banking, engineering)	Private investment			60 million			60 million (completed)
France (Ministry of Finance)/Cap Vert Energie (private sector)	Solar grid for Diamniadio Industrial Park	Public grant (France) and private investment (Cap Vert Energie)					0,5 million (France), 3,5 million (Cap Vert Energie)	4 million (confirmed by France and Cap Vert Energie)
Sandiara Industrial Park								
Municipality of Sandiara/Senegal		Senegal public investment					60 million	60 million (announced by Mayor of Sandiara, to be confirmed)
Private sector (6 registered companies)	Agro-industry, water, packaging, etc	Private investment				70 million	32 additional companies interested	70 million (completed)
Diass Industrial Park								
Private sector	Industrial activities	Private investment					Investments pledged by 13 companies (to be confirmed)	
New Industrial Investments								
Turkey	Industrial in Bargny	Loan and private investment				570 million		570 million (to be confirmed)
Private sector (Japan)								
E-Road Tong Consortium, Private sector (China)	Establishment of industrial parks	Private investment					Establishment of 2 industrial parks (to be confirmed)	

Integrated and Competitive Agro-poles								
Northern Agro-pole								
African Development Bank	Public Investment	(loan to Senegal)				50 million (pledged in 2019)		50 million (to be confirmed on basis of feasibility study and co-funding by EIB)
Private sector (Japan)		Public Investment (loan to Senegal)				50 million (pledged in 2019)		50 million (to be confirmed on basis of feasibility study and co-funding by AfDB)
Center Agro-pole								
Enabel (Belgium)	Investment in agro-pole infrastructure	Grant to Senegal				30 million approved in 2019 Cooperation Agreement		30 million (to be confirmed on the basis of the feasibility study)
African Development Bank	Investment	Loan to Senegal				40 million (pledged in 2019)		40 million (to be confirmed on basis of feasibility study and co-funding by EIB)
European Investment Bank	Investment	Loan to Senegal				40 million (pledged in 2019)		40 million (to be confirmed on basis of feasibility study and co-funding by AfDB)
Southern Agro-pole								
Senegal	Feasibility study	Senegal contribution to UNIDO Industrial Development Fund)			0,554 million			0,554 million (confirmed)
African Development Bank	Investment	Loan to Senegal					43 million	43 million (signed agreement)
Islamic Development Bank	Investment	Loan to Senegal				27 million		27 million (signed agreement)
Regional Mining Hub								
African Development Bank	Feasibility study on regional mining hub	Grant to Senegal managed by AfDB				0,460 million		0,460 million (confirmed)
PCP Horizontal Projects (cross-cutting knowledge and technology transfer projects)								
Private sector development-investment promotion, including agro-industry								
Global Environment Facility (GEF)	Agricultural Value Chain Support Project	Grant			3,646 million			UNIDO TC 3,646 million Funds leveraged: IFAD (3,6 million); Co-funding 28,5 million
Environment and energy								
Global Environment Facility (GEF)	Sustainable Cities Management Initiative for Senegal	Grant			3,280 million			UNIDO TC: 3,280 million Funds leveraged: 11,8 million

Global Environment Facility (GEF)	Environmentally sound management of municipal and hazardous solid waste to reduce emission of unintentional POPs - Implementation Phase	Grant			2 million			UNIDO TC: 2 million Funds leveraged: 17 million Co-funding
Total								USD 305.214 million committed/confirmed by end of 2019 Pipeline investments for 2020/2021 (to be confirmed): \$953.4 million

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FOR MORE INFORMATION, PLEASE CONTACT >

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