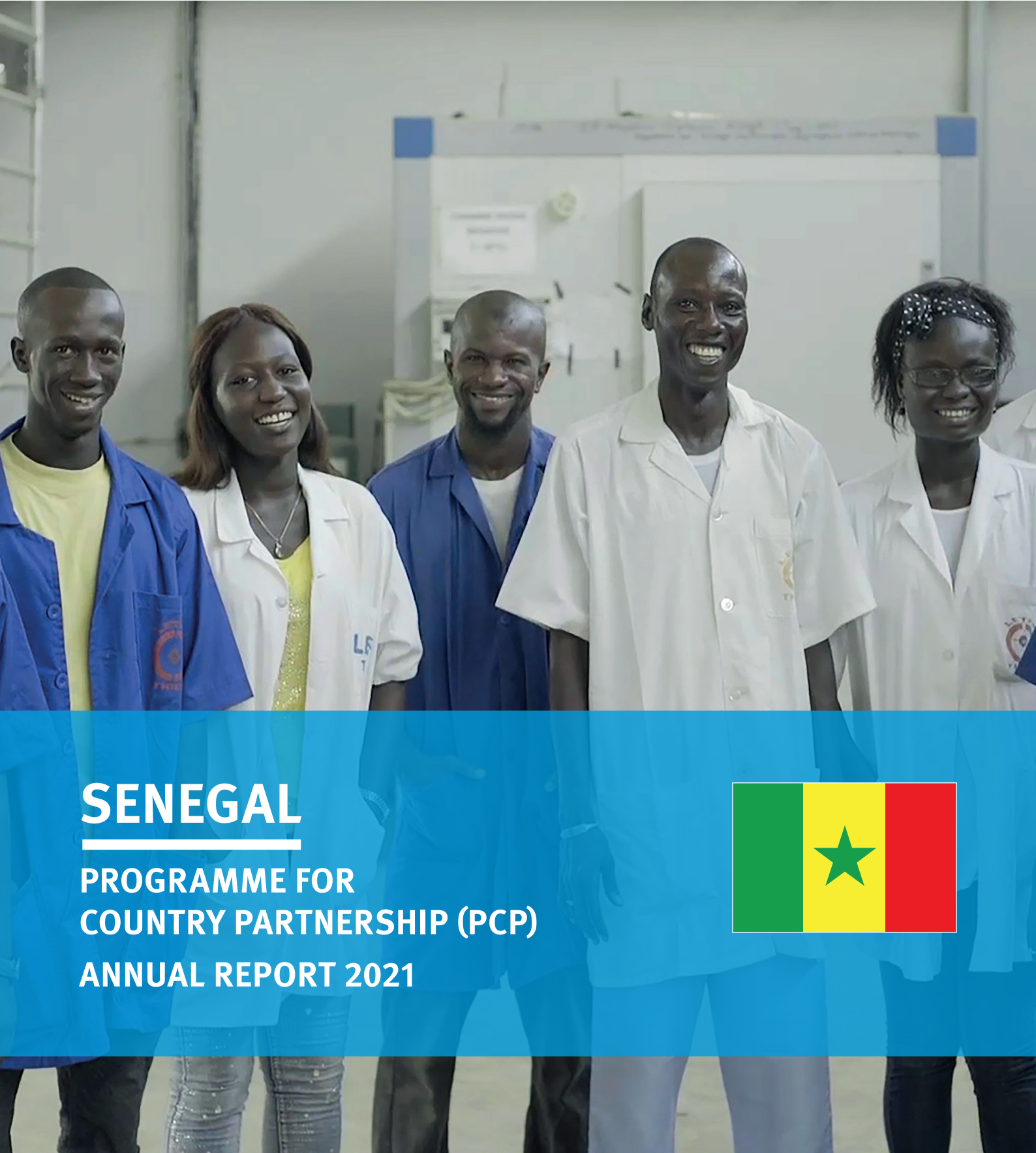




UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION



Programme for Country
Partnership **Senegal**



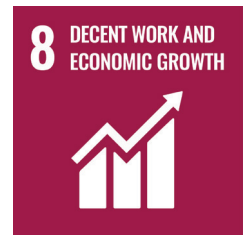
SENEGAL

PROGRAMME FOR
COUNTRY PARTNERSHIP (PCP)
ANNUAL REPORT 2021





SUSTAINABLE DEVELOPMENT GOALS






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THE PCP AT A GLANCE

	COUNTRY	SENEGAL
	STATUS	<ul style="list-style-type: none">• Programming phase: Started in August 2014• Implementation phase: 2015 - 2022
	PRINCIPLE NATIONAL POLICY/STRATEGY SUPPORTED BY THE PCP	<ul style="list-style-type: none">• Plan Senegal Emergent (Adjusted and Accelerated Priority Action Plan - PAP2A) and Industrialization Policy and Strategy 2021-2035
	FOCUS SECTORS/ AREA	<p>Vertical components (large-scale industrial reforms and projects)</p> <ul style="list-style-type: none">• Industrial policy development• Integrated industrial platforms• Integrated and competitive agro-poles• Special economic zones and incentive package reform• Regional mining hub <p>Horizontal components (cross-cutting):</p> <ul style="list-style-type: none">• Investment promotion and private sector; Environment; Energy; Trade facilitation; South-South and triangular cooperation; Innovation science and technology.
	MAIN PARTICIPATING MINISTRIES	<ul style="list-style-type: none">• Presidency of the Republic (Ministry of Plan Senegal Emergent Operational Monitoring Office); Ministry of Economy, Planning and Cooperation; Ministry of Foreign Affairs and Senegalese Abroad; Ministry of Industrial Development and Small and Medium Industries (SMIs); Ministry of Trade and SMEs; Ministry of Environment and Sustainable Development; Ministry of Agriculture and Rural Equipment; Ministry of Health and Social Action; Ministry of Employment, Vocational Training and Informal Sector; Ministry of Handicrafts and Transformation of the Informal Sector; Minister of Women, Family, Gender and Child Protection; Ministry of Territorial Collectivities, Development and Territorial Development; Ministry of Digital Economy and Telecommunications.



<p>KEY DEVELOPMENT PARTNERS</p>	<ul style="list-style-type: none"> • Financial institutions: African Development Bank; Caisse des Dépôts et Consignations (Deposit and Consignment Office); European Investment Bank; Fonds Souverain d'Investissements Stratégiques (FONSIS - Sovereign Fund for Strategic Investments); Fonds de Garantie des Investissements Prioritaires (FONGIP – Priority Investment Guarantee Fund); International Fund for Agricultural Development; Islamic Development Bank; Partenariat pour la Mobilisation de l'Épargne et le Crédit Au Sénégal (Partnership for Savings and Credit Mobilisation in Senegal) and World Bank; PROPARCO (AFD Group). • Bilateral/multilateral partners: Belgium (Enabel), China, France (AFD, Ministry of Finance), Germany (BMZ, GIZ, KfW), Global Environment Facility (GEF), Italy, Japan (JICA, ITPO Tokyo), European Union, Organization of Africa, Caribbean and Pacific States (OACPS), Republic of Korea, Standard and Trade Development Facility (STDF) • UN entities: FAO, IFAD, ILO, UNFPA, UNDP, UNEP, UNESCO, UNISS, UNITAR, UN Women. • Business sector: Club des Investisseurs Sénégalais (CIS), Confédération Nationale des Employeurs du Senegal (CNES), Conseil National du Patronat du Sénégal (CNPS), Mouvement des Entreprises du Sénégal (MEDES). • Other partners: Local authorities (departments, municipalities), civil society (Academy of Sciences, universities, associations).
<p>UNIDO PROJECTS WITH FUNDING SECURED¹ (COMPLETED AND ONGOING)</p>	<ul style="list-style-type: none"> • Total number of projects: 31 projects (19 national and 12 regional/global) • Ongoing projects: 14 national and 11 regional • Completed projects: 5 national and 1 regional • Total funding: \$27.5 million (\$22.5 million national and \$5 million regional) • Total expenditures to end of current reporting period: \$24.5 million • Total balance available: \$3.4 million
<p>TOTAL INVESTMENTS LEVERAGED² (CUMULATIVE)</p>	<ul style="list-style-type: none"> • \$1.126 billion • Additional estimated investments in the pipeline for 2021-2023: \$ 570 million
<p>TOTAL PCP VOLUME</p>	<ul style="list-style-type: none"> • \$1,153.5 billion • Additional estimated investments in the pipeline for 2021-2023: \$570 million

¹ **Funding secured:** The total budget (net, i.e. excluding programme support costs) under signed agreements for UNIDO programmes and projects, indicated in US\$ amounts.

² **Funding leveraged:** These include public or private resources, in cash or in-kind, allocated by public or private partners towards the objectives of the PCP. They are contributed partly as a result of UNIDO interventions within the framework of the PCP, and based on a verbal or written commitment. Such resources are not channeled through UNIDO's accounts and accordingly not under the Organization's direct control.



Launch of the second phase of Diamniadio International Industrial Platform, 6 July 2021 (From left to right: H.E. Mr. Moustapha Diop, Minister of Industrial Development and SMI; H.E. Mr. Macky Sall President of Senegal; H.E. Mr. XIAO Han, Ambassador of China and Mr. Christophe Yvetot, UNIDO Representative). H.E. Mr. President Macky Sall congratulated UNIDO for “its efficient support to Senegal industrial policy implementation”.



Validation of the Industrialization Policy and Strategy 2021-2035 (From left to right: Mr. Christophe Yvetot, UNIDO Representative; Mr. Mohamed Chérif, AfDB Representative; Mr. Moustapha Diop, Minister of Industrial Development and SMI; Mr. Aliou Ndiaye, Secretary-General of the Ministry of Economy, Plan and Cooperation; Private sector Representative; Mr. Adama Ndiaye, Secretary general, Ministry of Industrial Development and SMI). In his foreword, H.E. Mr. President Macky Sall stated “I would like to congratulate UNIDO which through the PCP has launched since 2014 an innovative approach to industrial development. The choice of Senegal in this pilot phase is a recognition of our ability to achieve economic and social transformation for sustainable development”.



1. Executive summary

In 2021, the contribution of the Programme for Country Partnership (PCP) UNIDO-Senegal to the industrial modernization of the country has been particularly substantial in terms of policy reforms, large-scale industrial projects and investments, and partnerships. It has specifically supported the operationalization of the industrial component of the Plan Senegal Emergent, as well as the Economic Recovery Plan and its Adjusted and Accelerated Priority Action Plan (PAP2A).

1.1 POLICY REFORMS AND INDUSTRIAL GOVERNANCE

The main highlight of 2021 has been the elaboration of the new **Industrialization Policy and Strategy 2021-2035** under the leadership of the Ministry of Industrial Development and Small and Medium Industries with the support of UNIDO and the AfDB. It was adopted in October 2021 by H.E. Mr. Macky Sall, President of Senegal, who stated in his foreword: “I would like to congratulate UNIDO which through the PCP has launched since 2014 an innovative approach to industrial development”. The new policy identifies four industrial areas of focus (agro-industry, mining, pharmaceutical production and innovation) and five priority enablers (business environment, enterprises industrial upgrading, human capital, infrastructure and financing). It also reinforces the industrial governance with the creation of a **High Presidential Council on Industrialization** that meets twice a year. Established at the Presidential level, the High Presidential Council will have the authority to decide on industrial reforms and to monitor progress. The current Consultative Council on Industry that supports public-private dialogue will be strengthened with a more ambitious programme of work. The PCP Steering Committee, the SEZ Public-Private Committee, the Agro-pole National Working Group and Restricted Group, as well as all specific project Steering Committees, will remain.

1.2 INDUSTRIAL PROJECTS AND INVESTMENTS

In 2021, all flagship industrial projects of the Plan Senegal Emergent that were supported by the PCP in 2015 were under active development. The industrial expertise necessary for preparing large-scale projects has been delivered for special economic zones, Integrated Industrial Parks, integrated and competitive agro-poles and a Regional Mining Hub. On this basis, more than \$1.126 billion have been leveraged since 2015 from the Government of Senegal, international institutions, multilateral and bilateral donors and the private sector.

While in 2021 the reform on Special Economic Zones was being assessed four years after its adoption by the Parliament, four industrial parks were under development (Diamniadio, Sandiara, Diass and Bargny-Sendou). It was particularly the case of the **Diamniadio Industrial Park** established by the Government with the support of UNIDO. Since its inauguration on 22 November 2018 by H.E. Mr. Macky Sall, President of Senegal, in the presence of the Ambassador of China, the UNIDO Representative and the private sector, 15 companies from diverse countries (China, France, Morocco, Tunisia, Senegal) have invested more than \$60 million in various industrial sectors (agro-industry, plastic tubes, biometric cards, gold refinery, sanitary masks and pharmaceutical products, etc.), creating around 1,035 jobs.

At the launch of the second phase of the park on 6 July 2021, H.E. Mr. Macky Sall, President of Senegal, particularly thanked UNIDO “that accompanies efficiently Senegal’s industrial policies”, in the presence of the Ambassador of China and the UNIDO Representative. The new phase will extend the park with an additional 40 hectares that will contain 17 new industrial buildings and host up to 30 companies, expected to create around 23,000 jobs. The PCP also includes the establishment of three agro-poles supported financially by various partners.

On 20 December 2021, the **South Agro-pole** was launched by H.E. Mr. Moustapha Diop, Minister of Industrial Development and SMIs, in Adeane in Casamance, together with UNIDO, AfDB and local authorities. The feasibility study for the Center Agro-pole is under finalization and the one of the North Agro-pole will take place in 2022 after the financing was secured in 2021. Each agro-pole is expected to create progressively around 50,000 formal and informal jobs, making of this initiative one of the most ambitious of the country in terms of youth and women employment.

In addition, several studies aiming to prepare large-scale investments are under development for various industrial sectors: mining (Regional Mining Hub), pharmaceutical production, leather and automotive sectors.

1.3 PARTNERSHIPS

As one of the key conditions for the success of the industrialization process, multi-stakeholder partnerships have been established with the various Ministries and their services, the private sector, civil society and development partners. All together, more than 30 partners support directly and indirectly the industrial projects under the PCP. Through these partnerships, \$27.5 million have been raised for specific technical expertise and technology transfer through UNIDO technical cooperation projects, for sharing best practices and reinforcing capacities in various areas: Investment promotion and private sector development, Environmental protection, Sustainable energy development, Trade facilitation, South-South and Triangular Industrial Cooperation and Innovation, Science and Technology for Industry.

Through the reinforcement of the country's capacities at Government, institutions and private sector levels and with a total of \$1.154 billion investments estimated as leveraged towards PCP objectives (with an additional \$570 million expected in 2022-2025), the PCP has demonstrated to be a mechanism for accelerating industrialization and leveraging resources through technical expertise and partnerships. According to the Government³, the PCP:

- Has enabled Senegal to develop a project portfolio of around 27 industrial parks and special economic zones;
- Is an accelerator of the industrialization process;
- Is a mechanism for public-private dialogue and mobilization of financial partners;
- Has contributed to mobilize finance for industrial projects through expertise and technical feasibility studies.

2. Introduction

2.1. THE PCP CONCEPT

The PCP is UNIDO's innovative model for accelerating inclusive and sustainable industrial development in Member States. Aligned with the national development agenda and focused on sectors with high growth potential, the programme supports a country in achieving its industrial development goals.

The PCP builds on a multi-stakeholder partnership led by the host government. It establishes synergies with ongoing government and partner interventions relevant to industrial development. The PCP is also designed to leverage additional investment in selected priority sectors. As such, it is a model that mobilizes partners and resources to achieve larger development impact.

For UNIDO, the PCP serves to operationalize the Organization's mandate and SDG 9 on inclusive and sustainable industrialization. At the same time, it is a model that can be used to implement the broader set of Sustainable Development Goals.

³ Presentation by Senegal's Ministry of Industrial Development and SMI at "UNIDO's PCP peer learning session", 2 February 2021.

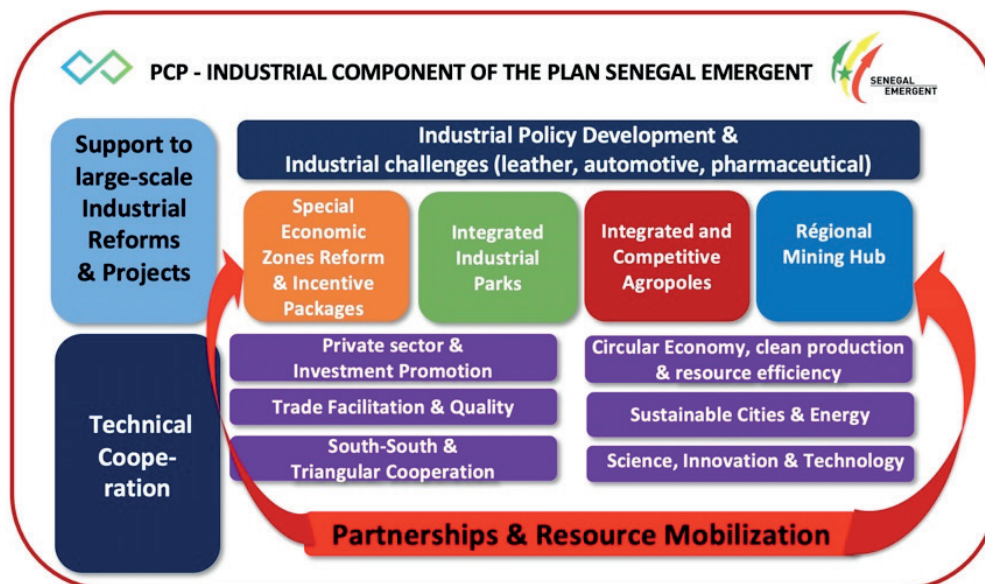


2.2. PROGRAMME FOR COUNTRY PARTNERSHIP (PCP) FOR SENEGAL

PCP Senegal was initiated in 2014, as one of the first pilot countries of the approach. The PCP-SEN was designed to support the implementation of the industrial components of the “Plan Senegal Emergent” (whose first phase was launched in February 2014) and its Priority Action Plan (PAP). The main objective of this national development strategy is to transform the country into «an emerging country in 2035, with a society based on solidarity and the rule of law”. Moreover, the PCP-SEN is among the priority areas selected for resource mobilization in the Priority Action Plan of the Government for the second phase of the PSE (2019-2023).

The PCP includes vertical priorities related to large-scale industrial reforms and projects and horizontal cross-cutting elements. The vertical priorities are: (i) Industrial policy and challenges; (ii) Integrated and competitive agro-poles; (iii) Integrated industrial parks and platforms; (iv) a Regional mining hub; (v) the reform of the Special Economic Zones (SEZ) was added. More recently (2021), industrial challenges in the leather, automotive and pharmaceutical sub-sectors were added as part of policy development.

At the horizontal level, the programme targets the following: private sector development and investment promotion; environment; energy; trade facilitation; South-South and triangular industrial cooperation; innovation, science and technology; and youth and women employment.



3. Alignment with and contribution to UNSDCF

As a member of the UN Country Team and as Chair of the UN Programme Management Team (PMT - 34 UN Agencies), UNIDO has participated in the elaboration, validation and signature of the United Nations Cooperation Framework for 2019 to 2023 with the Ministry of Economy, Finance and Planning. The PCP UNIDO-Senegal contributes to all pillars of the cooperation framework, which is aligned with the Plan “Senegal Emergent”:

- **Inclusive and sustainable economic growth:** Through PCP flagship projects such as special economic zones, industrial parks, agro-poles and the regional mining hub, UNIDO supports large-scale employment contributing to inclusive and

sustainable industrialization, one of the major priorities of the Plan “Senegal Emergent”.

- **Access to basic quality social services and social protection:** UNIDO supports 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 supports industrial governance through the Industrialization Policy and Strategy 2021-2035, the PCP Steering Committee and initiatives related to industrial norms and challenges.

In February 2021, the Government of Senegal through the Ministry of Economy, Planning and Cooperation and the UN Country Team jointly assessed the implementation of the UN Cooperation Framework (UNDAF) for the year 2020. UNIDO, as chair of the United Nations Programme Management Team (PMT) co-chaired the Senegal-UN meeting, which approved the report on the implementation of the UNDAF in 2020. On this occasion, the Ministry of Economy, Planning and Cooperation congratulated the UN system for the substantial support provided in the context of COVID-19. The PCP has played a key role in increasing the level of industrial investments for the implementation of the UNDAF. Through the PCP’s support in the leveraging of a total of \$1,154 billion towards the industrial priorities of the Government and contributing to the three pillars of the UN cooperation framework, UNIDO has supported strategic outcomes for the industrialization of the country.

4. Programme-level results

4.1 COORDINATION AND GOVERNANCE

Coordination and partnerships are essential pillars for the success of the PCP. Indeed, none of Senegal’s major structuring industrial projects supported by the PCP (SEZs, Agro-poles, Industrial Parks, Regional Mining Hub, etc.) can be carried out successfully without effective, constant and organized coordination between the various ministries, the various departments of the State and the local authorities, and with the private sector and civil society. The essential elements of this coordination are presented below. The country’s capacity to manage major industrial projects is supported by UNIDO through policy advice, convening and networking, advocacy and technical assistance.

PCP GOVERNANCE

The substantive work leading to the new Industrialization Policy and Strategy 2021-2035 adopted in October 2021 has been an opportunity to upgrade the governance of the industrialization process through the establishment of a system led by a High Presidential Council on Industrialization.

PCP Steering Committee and the High Presidential Council on Industrialization

The establishment of the **PCP Steering Committee** (PCP-SC), chaired by the Ministry of Industry and SMIs and composed of representatives from the Presidency, the Prime Minister’s Office (until 2019), Ministries concerned, the Chamber of Commerce, private sector organizations and development partners was a major step for the coordination between UNIDO and the Government regarding the design and implementation of the Programme. In addition to the PCP-SC, a **National Working Group** was established with a technical Restricted Group.

It is through the new **Industrialization Policy and Strategy 2021-2035** adopted in October 2021 that the industrial Governance could be revised and upgraded. The new policy includes the establishment of a High Presidential Council on Industrialization (HPCI) that should meet twice a year at the level of the President of Senegal with the participation of all ministries and stakeholders from the private sector, civil society and development partners.



The HPCI is expected to support the governance of the industrialization process through enhanced inter-ministerial coordination and strengthened partnerships with the private sector and donors. The new policy also includes the strengthening of the **Consultative Committee on Industry** which provides a forum for discussion on industry issues as well as an effective Monitoring and Evaluation Framework and a **National Observatory of Industry** that should provide updated information and data on the industry sector.

4.2 PARTNERSHIPS

Through this leveraging mechanism, the PCP has helped UNIDO to complement its interventions at project-level with programme levels objectives such as large-scale industrial reforms and projects, with a much higher impact on country's development trajectory. The collaboration around large-scale industrial projects of the PSE has attracted several financial institutions, including the African Development Bank (AfDB), the Islamic Development Bank (IDB), the European Investment Bank (EIB) and the International Fund for Agricultural Development (IFAD).

These partners have allocated resources (grants and loans) for the establishment of three agro-poles in Northern, Central and Southern Senegal. In addition, the Republic of Korea, through the Koafec Trust Fund managed by the AfDB, has provided a grant for the feasibility study of the Northern agro-pole, while Japan (JICA), in addition to its technical assistance to help prepare the feasibility study (data collection, etc.) has indicated its interest in providing finance on the basis of the future feasibility study. As a bilateral agency, Enabel (Belgium) has also played an important role in providing grants for a feasibility study and related investments.

- **AfDB:** A \$43 million loan for the Southern agro-pole was signed in January 2020 between the AfDB and Senegal's Ministry of Economy, Planning and Cooperation. In addition, two \$60 million loans were pledged for the Center and North agro-poles, respectively. A \$670,000 grant (Koafec Trust Fund managed by the AfDB) was signed between UNIDO and the Ministry of Industrial Development and SMI on 18 December 2020 for the feasibility study for the Northern agro-pole (expected to be finalized by end of 2022).
- **IsDB:** A \$27 million loan for the establishment of the Southern agro-pole was signed with the Government of Senegal in December 2019.
- **IFAD:** Through a joint support project for the resilience of value chains (PARFA), funded by the GEF (\$7.2 million) and with national co-funding resources (\$28.5 million), UNIDO and IFAD are supporting smallholder farmers to add value to their agricultural produce and address climate change linked to the establishment of the Center agro-pole.
- **Bilateral/multilateral development partners:** Austria, 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.
- **Austria:** Through the African Development Fund managed by the AfDB, Austria has contributed to the new Industrialization Policy and Strategy 2021-2035 that was adopted in October 2021 by H.E. Mr. Macky Sall, President of Senegal.
- **Belgium (Enabel):** The Belgian Cooperation Agency (Enabel) has allocated resources (grants) to support the feasibility study for the Center agro-pole. In addition, Enabel and UNIDO signed a cooperation agreement to support the inclusive multi-stakeholder planning process (LAB) for the Center agro-pole in partnership with the Ministry of the Plan Senegal Emergent. Enabel has also committed investments for the Centre agro-pole (total of about a \$30 million grant, approved in the cooperation agreement with Senegal).
- **China:** Through its contributions to the UNIDO Partnership Trust Fund, China has contributed to the programming of the PCP for Senegal and its coordination function, as well as UNIDO's support to the Government in the drafting of a new law on special economic zones and expertise provided for the establishment of the Diamniadio industrial park. The China EximBank has approved a \$110 million loan to Senegal for the expansion (40 hectares, 17 industrial buildings) of the Diamniadio Industrial Park, which was established with UNIDO's support through the PCP.
- **European Union:** Within the framework of the new regional programme for the competitiveness of West Africa (WACOMP), the EU and UNIDO support the Senegalese quality system and the business environment in West Africa. This programme has strong potential for cooperation within the framework of the Southern agro-pole, in particular

with a German-funded project (BMZ) to support women and youth employment. In addition, a new agreement was signed in 2021 to support innovation, the upgrading of 200 SMEs and five laboratories in the framework of the COVID-19 Economic Recovery Plan. The EU also confirmed its commitment to support the Center agro-pole with a future contribution (€20 million).

- **ACP Secretariat - European Union:** An agreement was signed with UNIDO under the 11th European Development Fund (EDF) to support business-friendly and inclusive national and regional policies, and strengthen investment promotion, productive capacity and value chains in the African, Caribbean and Pacific (ACP) countries through a partnership with the Organization of ACP States, the World Bank and ITC. Since 2020 and for five years, UNIDO supports the investment promotion capacity of Senegal, particularly its national investment promotion agency (APIX).
- **France:** In preparation for the Africa-France Summit in June 2020, the Ministry of Finance launched a competition to finance 10 innovative projects in Africa. A private sector project (Cap Vert Energie, \$2.5 million), supported by UNIDO and aiming to install a solar grid in the Diamniadio industrial park to ensure sustainable energy, was selected for an amount of €500,000. Inaugurated on 6 July 2021 by H.E. Mr. Macky Sall, President of Senegal, with the Ambassador of France and the UNIDO Representative, this project is part of France's efforts to support green industrial parks in Africa.
- **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 Inclusive and sustainable industrial development for job creation in Ethiopia and in Senegal. In Senegal, the project focuses on supporting the Southern agro-pole in Casamance and providing technical assistance for the development of industrial parks. In addition, Germany has funded a UNIDO project on women's empowerment in green industry, which has led to the realization and the launch in 2021 of a report on "Evaluation of the policy for the economic empowerment of women in the green industry" which identified main obstacles and proposed solutions to empower women in green industry sectors.
- **Global Environment Facility:** In addition to the joint UNIDO-IFAD PARFA project, two additional projects are funded by the GEF to support sustainable industrial development in Senegal. The first one is PRODEMUD (Environmentally Sound Management of Municipal Solid and Hazardous Waste to Reduce Unintentional POPs Emissions), which is funded by the GEF in the amount of \$2 million, with \$17 million in co-financing. The second is the "Sustainable Cities" project, funded by the GEF in the amount of \$3.2 million, with \$11.8 million in co-financing. Both projects support the greening of existing industries and the development of new green services to ensure the lowest possible impact of industrialization on the environment and the climate, through technology transfer, best practices and circular economy solutions.
- **Italy:** During a UNIDO presentation on agro-poles to the G15 (main donors of Senegal) in 2021, the Italian cooperation has informed that it will support the agro-poles in Senegal with a contribution of €20 million with a combination of grants (€7 million) and loans (€13 million).
- **Japan:** UNIDO's Investment and Technology Promotion Office (ITPO) in Tokyo contributes to UNIDO office in Dakar (since August 2019) through an advisor who supports Senegal-Japan cooperation and Japanese private investments in Senegal. As a member of the Senegal-Japan Committee, the UNIDO office in Dakar has supported the participation of Japan in two Senegal flagship projects. The first is related to the Northern agro-pole in a region where Japan has an extensive experience in the development of the rice value chain. UNIDO supported Japan's integration into the Agro-pole National Working Group and participating regularly in agro-pole related meetings. Recently Japan (JICA) announced officially its interest in financing the North Agro-pole, on the basis of three feasibility study. In 2021, the Ambassador of Japan and the UNIDO Representative inaugurated the delivery of a clean incinerator offered by the Japanese Government for the neutralization of bio-medical products.
- **Republic of Korea:** Through the Koafec Fund managed by the AfDB, the Republic of Korea contributes to the feasibility study of the Northern agro-pole in the order of \$670,000. Through an agreement with the Ministry of Industrial Development and SMEs, the feasibility study will be conducted by UNIDO, which has already received the first instalment of Korea's contribution. The extension of the agreement between UNIDO and the Ministry of Industrial Development in 2022 should support the launching of the feasibility study to secure the financing decisions for the agro-pole in 2022.
- **Luxembourg:** Through various projects funded by Luxembourg, UNIDO and ILO have developed innovative approaches to vocational training, job placement and local economic development. These approaches and methodologies are used to support human capital development in the agro-poles being established in Senegal. In addition, UNIDO, the EU and Luxembourg are supporting public-private partnerships in the field of vocational training, in partnership



with the Ministry of Industrial Development and SMEs, and the Ministry of Employment, Vocational Training and Handicrafts. A Dakar Declaration on “Public-Private Partnerships in Vocational Training” was jointly presented by the two ministries and approved by all stakeholders in November 2019. As a follow-up, Luxembourg and the EU indicated in 2021 their support to the establishment in Senegal of an “Académie Engin Lourds et Vehicules Commerciaux” AGEVEC on the model of the Centre established by UNIDO in Morocco. AGEVEC aims to train professionals to facilitate recruitment in the industrial sectors.

- **Senegal:** In order to launch the agro-pole initiative, the Government of Senegal (GoS) has contributed its own resources (around \$950,000) to finance the feasibility study for the Southern agro-pole, which helped to mobilize the support of the AfDB and the IsDB and resulted in the signature of two loan agreements on the basis of feasibility studies conducted by UNIDO. In addition, the GoS works in close partnership with UNIDO to mobilize resources from financial institutions, the private sector and donors.
- **Private sector:** Through the industrial infrastructure that the GoS is supporting, such as industrial parks and agro-poles, the national and international private sector is expected to invest large-scale resources in Senegal. The example of Diamniadio International Industrial Platform is illustrative of the leverage potential of public investment. On the basis of a Government’s investment of \$40 million, private companies have invested in the park in various industrial sectors for a total amount of over \$60 million creating more than 1,000 jobs. The 40 hectare extension of the park launched on 6 July 2021 with a future 17 new industrial buildings and up to 30 companies expected. The agro-poles should each attract at least 100 companies in the next few years and create a high number of jobs, estimated by feasibility studies at around 50,000 formal and informal jobs.



Meeting for the validation of the Industrialization Policy and Strategy: 2021-2035

4.3 RESULTS OF PCP ADVISORY SERVICES



Industrialization Policy and Strategy 2021-2035: Adopted in October 2021 by H.E. Mr. Macky Sall, President of Senegal, the policy was prepared with the financing of the AfDB, facilitated by UNIDO, and the technical support of Dalberg Cabinet. As a member of the Steering Committee, UNIDO contributed to the drafting and orientation of the policy which will guide Senegal's industrial development for the next 15 years. In its foreword, the President stated: "I would like to congratulate UNIDO which through the PCP has launched since 2014 an innovative approach to industrial development. The choice of Senegal in this pilot phase is a recognition of our ability to achieve economic and social transformation for sustainable development".

Like the PCP, the Industrialization Policy and Strategy 2021-2035 is organized around vertical and horizontal axes. Indeed, four vertical and five horizontal axes have been prioritized by the GoS and stakeholders, and a new governance system has been established at the highest level.

Priority programmes of the vertical axes by 2035

Axis 1. Processing of agricultural, sylvo-pastoral and halieutic raw materials

Axis 2. Industrial processing of mineral resources and hydrocarbons

Axis 3. Development of the pharmaceutical industry and pharmacopoeia

Axis 4. Development of technology and innovation intensive industries

Priority programmes of the horizontal axes by 2035

Axis A. Improving the business environment for industrialization

Axis B. Strengthening the technical, technological and commercial capacities of industrial units

Axis C. Development of human capital and industrial innovation

Axis D. Infrastructure development

Axis E. Facilitating access to finance and investment

Governance framework for the Industrialization Policy and Strategy 2021-2035

The successful implementation of the strategy requires a high-level coordination and a monitoring and evaluation system. Given the cross-cutting nature of industry, it is important to define an inclusive governance mechanism led by the highest authorities that will ensure that the industrial dimension is taken into account in all related public policies. The structures involved in the implementation, in particular the ministry in charge of industry, will need to have the necessary capacities to fully ensure their missions. The governance framework is structured as follows:

- Establishment of a **High Presidential Council on Industrialization (HCPI)** which provides the strategic direction of the policy and monitors results. It meets twice a year. The HCPI has a permanent secretariat provided by the ministry in charge of Industry;
- Strengthening of the **Consultative Council of Industry** which is a framework for permanent discussions and exchanges between public and private actors on the industrial sector;
- Establishment of a **monitoring and evaluation framework** taking into account the requirements of efficiency and the need for visibility on the level of progress on the implementation of the industrialization policy at strategic and operational levels. The monitoring mechanism includes the operationalization of an industry observatory which ensures a monitoring role on industry and global trends related to industrialization; and
- **Strengthening of the ministry in charge of industry**, including the establishment of regional industry departments.



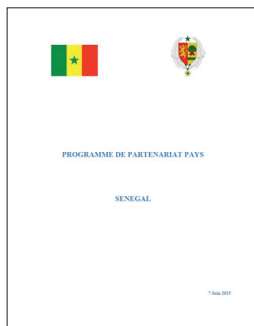
- Center agro-pole feasibility study**
 Through the PCP, UNIDO drafted the Terms of Reference for the feasibility study that were validated by the National Working Group. The ToR constituted the basis for the selection of a consultancy firm that was contracted by the Belgian cooperation agency (Enabel).
- Feasibility study of the project “quick wins” on the leather sector**
 Identified by the UNIDO-Beijing University study on “ Growth Identification and Facilitation for Industrial Upgrading and Diversification” (GIFIUD), the leather sector is a promising sector for value addition and job creation in Senegal. UNIDO has facilitated the funding by the AfDB for a specific feasibility study on the potential of this sector.
- Feasibility study of the project “Regional Mining Hub”**
 As one of the objectives of the PCP for Senegal, the project on Regional Mining Hub aims to identify the mining potential of Senegal. When finalized, it will provide a clear vision and strategy for the industrial development of this sector as well as the potential for public and private investments and job creation.
- Report on the “Evaluation of the policy for the economic empowerment of women in green industry”**
 The study undertaken under the project women and green industries, financed by Germany, identifies the main obstacles and proposes solutions to empower women in green industry sectors in the future.
- Cartography of polluted industrial sites in the Dakar region and strategy for the management of hazardous waste and POPs reduction and energy efficiency and clean production audits**
 The study identified 30 polluted industrial sites and prepared the diagnostics for interventions through depollution, circular economy, energy efficiency and cleaner production.



The GIFIUD Study

A key earlier activity of the PCP was the cooperation between Senegal, the University of Beijing and UNIDO for the identification of the industrial priorities of Senegal (2016). This work was conducted with the National School of Development of Beijing under the authority of Dr. Justin Lin, former Chief Economist of the World Bank, with a methodology of “Growth Identification and Facilitation for Industrial Upgrading and Diversification” (GIFIUD) that contributed to identifying several sectors that could, in the medium-term, become highly competitive on the basis of Senegal’s comparative advantages. The sectors that were identified and could transform into “quick wins” were: the garment industry, leather and leather goods, including shoes, and horticulture and food processing. Aimed to provide policy orientation to the PCP, this study has contributed to the further development of these sectors in the framework of the PSE flagship projects such as special economic zones, industrial parks and agro-poles.

4.4 TECHNICAL COOPERATION RESULTS



In the original programme document prepared in 2015, PCP interventions were classified under two main categories: the **vertical components** related to large-scale industrial reforms and projects and the **horizontal components** related to transversal technical cooperation and technology transfer. Through the PCP, those transversal and cross-cutting interventions were increasingly designed to support and reinforce vertical interventions. That was particularly the case for environmental and energy projects that support the environmental performance of Diamniadio and also projects that aim to organize and reinforce local producers around agro-poles, and create local jobs for youth and women.

4.4.1 PCP PRIORITY AREAS: VERTICAL COMPONENTS – LARGE-SCALE REFORMS AND PROJECTS

1. Industrial policy development and industrial challenges

- **Establishing an industrial strategy and action plan for Senegal**

Identification of Senegal’s industrial priority sectors: At the very beginning of the PCP, a strategic study on the “identification and facilitation of growth through industrial upgrading and diversification” was realized with the methodology of the “Growth identification and facilitation for industrial upgrading and diversification” (GIFIUD). It identified the garment industry, leather and leather products, including footwear, as well as food processing as priority sectors that could lead to “quick wins” for Senegal’s inclusive and sustainable industrialization.

- **Updating of the Ministry of Industry’s policy**

The review of the Industry Sectoral Development Policy Letter (LPSD), the strategic document that provides policy directions for the Ministry of Industrial Development and SMIs (MDIPMI) helped to update the policy of the Ministry of Industry, the industrial. It was developed through a participatory process under the leadership of the MDIPMI with the support at the national level of the Ministry of Economy, Finance and Planning (DGPPE) and at the international level by UNIDO and UNECA, it was then finalized in February 2017 and validated by the authorities.

- **Elaboration of a new Industrialization Policy and Strategy 2021-2035 and its Action Plan**

The review of the industrial policy was supported by the AfDB and UNIDO, under the authority of the Ministry of Industrial Development and SMIs in 2020 and 2021, and financed by the Governments of Austria and Japan through the African Development Fund managed by the AfDB. Through regular consultations, UNIDO facilitated the mobilization of resources from the African Development Bank, which integrated the initiative into a new project entitled “Institutional Support Project for Resource Mobilization and Investment Attractiveness” (PAIMRAI) placed under the authority of the Ministry of Finance and Budget.

- **Leather sector**

Through the PCP, UNIDO participated in the preparation of the Terms of Reference of the study financed by the AfDB and in all preparatory meetings and validation workshops. The study on the leather sector identified five programmes and six projects to modernize the sector and create more than 100,000 jobs along the whole value chain.

- **Automotive sector**

A study is under development to identify the sub-sectors that Senegal could further develop in order to progressively integrate regional and international automotive value chains.



- **Pharmaceutical sector**

UNIDO has developed, together with the Government a “Roadmap for pharmaceutical production” according to the Global Manufacturing Practices. Through the PCP, UNIDO also participated in the consultations for the project “Pharmapolis” supported by the Ministry of Industrial Development and SMIs. The large-scale industrial project proposes the creation of an industrial park for pharmaceutical production as well as other components related to energy production, human capital, etc.

- **Key performance indicators - Industrial policy development and industrial challenges**

- Senegal’s industrial priorities identified by the study on “Growth Identification and facilitation industrial upgrading and diversification”: wearing apparel, leather and leather goods, including shoes, and horticulture and food processing.
- Policy of the Ministry in charge of Industry updated through the Sectoral Development Policy Letter (LPSD).
- New Industrialization Policy and Strategy 2021-2035 focusing on four priority areas (agro, mining, pharma, innovation), six reforms (business environment, industrial upgrading, human capital, infrastructure and finance) and governance with the High Presidential Council on Industrialization.
- Industrial challenges on leather and automotive production: Two feasibility studies prepared to support the mobilization of investments in those two key sectors.
- Feasibility study on the pharmaceutical sector under development after a UNIDO road map on pharmaceutical production and a Pharmapolis proposal by the private consultancy firm INNOVA.

2. Integrated industrial platforms

- **INTEGRATED INDUSTRIAL PLATFORM OF DIAMNIADIO (P2ID) / PHASE 1 on 13 hectares (APROSI)**

Through the PCP, UNIDO has particularly supported the international Industrial Platform of Diamniadio. The park was inaugurated by H.E. Mr. Macky Sall, President of Senegal, and UNIDO on 22 November 2018 and launched its



From left to right: Minister of Industrial Development and SMIs, President of Senegal, Ambassador of China, and UNIDO Representative.



From left to right: Minister of Industrial Development and SMIs, President of Senegal and UNIDO Representative.

Solar mini-grid co-financed by France (Ministry of Treasury – PASEP) and Cap-Vert Energy in Diamniadio Industrial park



The Government of Senegal has invested \$40 million for the construction of the park and it is estimated that private sector investments have reached \$60 million with 15 companies installed in the park, creating and 1,035 jobs. The 1st phase included an administrative building as well as three industrial buildings. The 2nd phase will establish 17 new buildings that will host a minimum of 25 companies.



2nd phase on 6 July 2021. Throughout the years, UNIDO has accompanied the development of the park in several ways, including by supporting the Government in mobilizing partners and resources, providing support to an enabling environment (reform on special economic zones) and technical support with international expertise for the design, the benchmarking, and the sustainable management of the park with two projects financed by the Global Environment Facility (GEF) to develop the highest standards in terms of waste management and energy efficiency, and a solar mini-grid to provide clean energy to the park.

- **DIASS SPECIAL INTEGRATED ECONOMIC ZONE / 718 hectares / APIX**
The Decree No. 2017 932 of 09 May 2017 established the creation of a general purpose special economic zone with priority given to agro-industry, ICT, tourism, medical services and the pharmaceutical industry, port and airport activities as well as other services sectors with projected employment 80,000 direct and 150,000 indirect.
- **SANDIARA INDUSTRIAL PARK / SANDIARA INTERNATIONAL BUSINESS PARK**
Established by Decree N°2017-2189 of 22 November 2017, the Sandiara SEZ was created with a focus on various sectors of industry: agri-business, aquaculture, tanning industry, poultry farming, ICT, energy, logistics and services.
- **BARGNY-SENDOU STEEL INDUSTRIAL PARK / TOSYALI IRON & STEEL SENEGAL (TURKEY)**
Established by Decree N°2019-1318, the Bargny Sendou SEZ has a specific vocation to promote an environment of excellence for the development of the metallurgical and steel industry with the following productions: iron billets, concrete rounds and wire rods; steelworks; iron and steel industry; port logistics (handling, warehousing, storage) and related services.
- **DEVELOPMENT OF NEW PARKS IN THE CENTRE AND NORTH**
 - Signature of an MoU with SINO HYDRO (Chinese private sector company) for the study and realization of two parks in the centre of the country (Touba) and in the South-East.
 - Studies underway in the two areas in partnership with the National Agency for Land Management.
- **Key performance indicators - Integrated Industrial Parks - 4 parks under development, 2 planned for the future**
 - **Diamniadio Industrial Park:** Textiles, building materials, assembly and packaging, agri-food, electricity and electronics, ICT, logistics, and related services. 1st phase: \$100 million invested, 15 companies from Senegal, China, Tunisia, Morocco, etc., 1,035 jobs. 2nd phase: \$110 million invested, 17 new buildings, 25 companies. Expected number of jobs: 23,000. Environment performance: renewable energy with solar grid, waste management and energy efficiency.
 - **Sandiara Industrial Park:** Agri-business, aquaculture, tanning industry, aviculture, ICT, energy, logistics, services. Five companies, 300 jobs. Expected number of jobs: 5,000
 - **DIASS industrial park:** Agro-industry, ICT, tourism, medical services and the pharmaceutical industry, port and airport activities, services. 16 companies under consideration. Expected number of jobs: 80,000 direct, and 150,000 indirect.
 - **Bargny-Sendou industrial park:** Metallurgy and steel industry: Production of iron billets, concrete reinforcing bars and wire rods; steelworks; iron and steel industry; port logistics (handling, warehousing, storage); related services.
 - **Future parks:** Signature of an MoU with the private sector for the study and realization of two parks in the Center (Touba) and in the South East of the country. Studies ongoing in the two areas in partnership with the National Agency for Land Management.



3. Integrated and competitive agro-poles

As part of the PCP, UNIDO is contributing to the operationalization of three competitive and integrated agro-poles in the South, Center and North of Senegal. UNIDO has particularly identified the “quick wins” which are industrial sectors that can become competitive and create jobs on a medium term period through a study “Growth identification and facilitation for industrial upgrading and diversification” in Senegal. This study identified the agro-industrial sectors as a promising sector for import substitution, export promotion and job creation.

UNIDO also played a key role in mobilizing financial partners such as the AfDB, the IsDB, the EIB, Belgium (Enabel), the European Union, Germany, Italy, Japan and Korea.

- **SOUTH AGRO-POLE**

The feasibility was conducted by UNIDO, under the leadership of the Ministry of Industrial Development and SMIs, which was the main donor through a financial agreement with UNIDO. The Ministry of the Plan Senegal Emergent was also involved to organize a new participatory and inclusive approach called “Big Fast Result” (BFR) developed by a Malaysian institution (PEMANDU) and introduced for the first time in Senegal under the supervision of the Bureau Operationnel de Suivi (BOS).

On the basis of the UNIDO feasibility study, validated by the Government and all stakeholders, the AfDB and the IsDB signed financial agreements for respectively \$43 million and \$27 million with the Minister of Economy, Planning and Cooperation between December 2019 and January 2020. The private sector also committed \$25 million and the Government \$25 million. The first step of the South agro-pole was launched on 20 December 2021 by Moustapha Diop, Minister of Industrial Development and SMIs, with representatives from the AfDB, UNIDO and the private sector. The agro-pole is expected to create 14,500 direct and 35,000 indirect jobs and benefit more 300,000 families.

- **CENTER AGRO-POLE**

8 June 2021: At the invitation of Moustapha Diop, Minister of Industrial Development and SMIs, the Ambassador of Belgium and Representatives of the AfDB, Enabel and UNIDO visited the locations selected to host the various industrial sites of the Center Agro-pole. 14,500 direct and 35,000 indirect jobs are expected from the development of agro-industrial activities.

UNIDO contributed to the elaboration of the ToRs for the feasibility and participated in all related meetings and workshops. The study was placed under the responsibility of Enabel for finalization in 2022 and future funding by Enabel (\$20 million), AfDB (\$60 million, tbc) and EIB (\$60 million, tbc). At a donor meeting in the Framework of the G15 (main Senegal donors, including UNIDO) in 2021, UNIDO and AfDB presented the opportunities of the agro-poles. On this occasion, the European Union and Italy expressed their interest to support the agro-pole with respective contributions of \$20 million each.

- **AGRO-POLE NORTH**

The responsibility for the conduct of the feasibility study was attributed to UNIDO through an agreement with the Ministry of Industrial Development and SMIs signed on 18 December 2020. UNIDO supported the Government to mobilize partners such as the AfDB (\$60 million, tbc), EIB (\$60 million, tbc), JICA and KOAFEC (\$670,000) to support the North Agro-pole. After a meeting organized by UNIDO with the Ministry of Industrial Development and SMIs, JICA was integrated in the Agro-pole National Working Group and financed preliminary data collection. JICA later confirmed its potential interest in financing the Agro-pole when the feasibility study is available. UNIDO and the Government should launch the feasibility study in 2022.

- **WEST AGRO-POLE**
(Inter-municipal initiative by three municipalities: “Sandiara”, “Malicounda” and “Nguéniène”). On the initiative of three municipalities, the project of a “West Agro-pole” is under development in partnership with a foreign private partner. The budget is estimated at around \$80 million.
- **EAST AGRO-POLE**
In order to ensure a territorial balance and equity between the various regions of Senegal, the President of the Republic decided, at the level of the Council of Ministers, the development of a fifth agro-pole in the regions of “Tambacounda” and “Kédougou. The initiative needs to be developed in order to support the agro-industrial development of the region and to create local jobs for youth and women.
- **Key performance indicators - Integrated and competitive agro-poles**
 - Three agro-poles under development in the South, Center and North of Senegal. Two other agro-poles to be developed in the West and East of the country.
 - **South agro-pole:** Mango, cashew nuts, maize. Feasibility study conducted by UNIDO. Financing: Concessional loans signed in 2020 by the Minister of Economy with the AfDB (\$43 million) and IsDB (\$27 million), commitment by the private sector (\$25 million) and Senegal (\$25 million). UNIDO project funded by Germany (\$5 million). A central, three (3) regional and four (4) departmental industrial infrastructures (modules). Expected number of jobs: 14,500 direct, 35,000 indirect.
 - **Center agro-pole:** Peanuts, salt and cereals. A central module for the agro-industrial units and related services and four (4) regional modules and thirteen (13) departmental platforms for the collection and storage of agricultural products. Financing: concessional loans to be signed in 2022 by the Minister of Economy with the AfDB (\$60 million) and EIB (\$60 million). Grant by Belgium (Enabel, \$25 million). Cooperation Agreement with UNIDO for LAB Center Agro-pole. Expected number of jobs: 4,852 direct and 7,278 indirect jobs and 14,556 induced jobs, for a total of 26,686 jobs.
 - **North agro-pole:** Under development. Agreement between UNIDO and the Ministry of Industrial Development for the feasibility study (\$670,000 funded by the Republic of Korea through KOAFEC Fund managed by the AfDB. Commitments by AfDB and EIB for concessional loans \$60 million each and by Japan on the basis of the feasibility study.
 - **West agro-pole:** Development by three municipalities of “Sandiara”, “Malicounda” and “Nguéniène”. Financing: under finalization.
 - **East agro-pole:** Decided by the council of Ministers to support a balanced agro-industrial development of Senegal.

4. Special economic zones and incentive package reform

The objective was to strengthen the Government’s institutional capacity to design and implement industrial policies and particularly increase public and private investment under the industrial policy package and instruments. Within this framework, UNIDO’s technical assistance to the Government focused on the flagship reform of the special economic zones and investor incentive packages.

To support the special economic zone reform, UNIDO’s technical assistance focused on:

- Comparative diagnosis of the legal, regulatory and institutional framework for the establishment of industrial platforms in Senegal / Benchmarking study (July - November 2015).
- Recommendations for the definition of an appropriate legal, regulatory and institutional framework for the establishment of industrial platforms (November 2015).
- Regular participation in the meetings of the Joint Public-Private Committee for SEZs.
- Strengthening of the legal and institutional framework of the Diamniadio Industrial Park and capacity-building of administrators in the fields of human, technical, financial and legal resources in Senegal: Strategic analysis of initiatives relating to the environment of special economic zones (September 2021).



Strategic positioning of Senegal in regional and international markets –“Industrial Challenges”

- Support by UNIDO in the mobilization of resources for three strategic studies on the leather industry, the automotive industry and the Regional Mining Hub. Facilitation for the integration of the cost of the studies within the Institutional Support Project for Resource Mobilisation and Investment Attractiveness (PAIMRAI) with the Ministry of Finance and Budget.
- Participation in the preparation of the studies (Terms of Reference) and their follow-up at the level of the Steering Committees and the Restricted Technical Committees of each study.
- The three studies should be finalized by the end of 2021/beginning of 2022 under the responsibility of the Ministry of Industrial Development and SMI.

Key performance indicators - Reform on special economic zones and incentive packages

- Comparative diagnosis of the legal, regulatory and institutional framework for the establishment of industrial platforms in Senegal / Benchmarking study (July - November 2015).
- Recommendations for the definition of an appropriate legal, regulatory and institutional framework for the establishment of industrial platforms (November 2015).
- Regular participation in the meetings of the Joint Public-Private Committee for SEZs.
- Strengthening of the legal and institutional framework of the Diamniadio Industrial Park and capacity-building of administrators in the fields of human, technical, financial and legal resources in Senegal: Strategic analysis of initiatives relating to the environment of special economic zones (September 2021).

MAIN RESULTS

- Vote by the National Assembly of two laws: Law n°2017-06 of 06 January 2017 on SEZs and Law n°2017-07 of 06 January 2017 on the incentive scheme applicable in SEZs.
- Signing of four implementing decrees: Decree No. 2017-535 of 13 April 2017 implementing the SEZ Act; Decree No. 2017-1174 of 2 June 2017 implementing the law on the incentive package; Decree n°2017- 534 of 13 April 2017 on the organisation and functioning of the Joint Public-Private Committee; Decree n°2019-1318 of 22 August 2019, for the establishment of the special economic zone of Bargny-Sendou (100 ha).
- Establishment of the Joint Public-Private Committee in charge of control, regulation, mediation and conciliation between all actors operating in the SEZ.
- Strategic report on the development of Special Economic Zones, impact of reforms and governance framework, December 2021.

5. Regional mining hub

A feasibility study for the establishment of a Regional Mining Hub is under development to identify the mining potential of Senegal in terms of logistics, services and human resources with the objective of developing the local content and jobs both at national and regional levels. The funding of the study was facilitated by UNIDO and integrated by the AfDB into the Institutional Support Project for Resource Mobilisation and Investment Attractiveness (PAIMRAI) with the Ministry of Finance and Budget. UNIDO participated in the preparation of the Terms of Reference and in all related meetings.

Key performance indicators - Regional Mining Hub

- The objective is to support the development of an academic hub (human resources), a service hub (local enterprises delivering services for the mining industry) and a logistical hub (industrial infrastructure).
- Appointment by presidential decree of a project manager for the Mining Hub, anchored at the Ministry of Investment Promotion, then at the Ministry of Industrial Development and SMI.
- Strategy for the promotion of the Mining Hub: Definition of a promotion strategy and international tour to promote the Mining Hub.
- Support by UNIDO in the mobilization of partners and resources for the implementation of the feasibility study.
- Mobilisation by the AfDB of resources for the realization of feasibility studies in the framework of the Institutional

Support Project for Resource Mobilisation and Investment Attractiveness (PAIMRAI) with the Ministry of Finance and Budget.

- Preparation of the TDRs with UNIDO's support, then recruitment of the firm "SOFRECO" and preparation of the methodological guidance note by SOFRECO, then validation by the Steering Committee of the project.
- Mining potential identified by the study: Concrete, gold, phosphate, oil and gas, zircon, sand, etc., including value addition and local content. When finalized, the study will provide a vision and strategy for the industrial development of this sector as well as the potential for public and private investments and job creation.

4.4.2 PCP HORIZONTAL COMPONENTS – CROSS-CUTTING

In order to support Senegal with specific expertise and technical cooperation (TC), UNIDO, through the PCP, has supported the mobilization of various partners and around \$27.5 million for TC to strengthen the technical capacities of national institutions and the private sector.

INVESTMENT PROMOTION AND PRIVATE SECTOR DEVELOPMENT (COMPETITIVENESS AND SME DEVELOPMENT PROGRAMME)

The objective of the PCP was to enhance and support the National Industrial Programme through the development of a new strategy reflecting the specific needs of SMEs, integrating a comprehensive set of services focusing on clustering, subcontracting and value chain development.

- **Upgrading programme for small and medium-sized enterprises**



The Industrial Upgrading Office (BMN) was established in 2004 with the support of UNIDO in partnership with the financial support of AFD (Agence Française de Développement) and then the European Union. The BMN has strengthened its capacities over time with UNIDO's technical assistance at the regional (WAEMU Industrial Upgrading Programme) and national levels. It has become a model for other African countries in the region and beyond (Central Africa). Its work consists of supporting local enterprises in increasing their international competitiveness through upgrading of industrial processes and market strategies. Since 2010, UNIDO has transferred its methodologies on cleaner production, renewable energy and energy efficiency to the BMN which has become a member of UNIDO Resource Efficiency and Cleaner Production Network (RECP-Net) present in more than 70 countries.

- **Resilience and recovery programme for micro, small and medium enterprises in Senegal (P2R)**



In the center from left to right: the Ambassador of the European Union and the Minister of Trade and Small and Medium Enterprises

The specific objective is to support the resilience of MSMEs and their employees to the COVID-19 crisis and to initiate a rapid and sustainable post-COVID-19 recovery in sectors such as Accommodation and Catering, Transport, Fisheries and Fish farming, the pharmaceutical and agri-food industries, which the Government has identified in the PAP2A strategy document as priority sectors.



- **Empowering women in the decentralized municipalities of Dakar**

UNIDO and the UNFPA Regional and Country Offices launched a new partnership in 2018, with the objective of launching a joint project in the municipality of Fass, Colobanne and Gueule Tapée in Dakar, with a focus on women's empowerment and youth employment. A project document was approved by UNIDO in November 2018 and an agreement was signed in September 2019. At end of 2021, UNIDO supported more than 200 MSMEs to prepare their business plan and obtain access to credit for developing their activities. The joint medium-term goal of the two organizations is to gradually expand the approach in other municipalities of Senegal and further to the 23 countries covered by UNFPA's regional office in Dakar.

- **Investing in Senegal's industrialization through youth and women employment**

This three-year project entitled Investment for New Employment Opportunities (INOE) was approved in 2019 for implementation starting in 2020. The specific budget for Senegal is \$5 million. In Senegal, project activities are linked to the establishment of the agro-pole in the South, as well as the development of industrial parks. At end of 2021, the project had already created more than 700 jobs, trained 500 youth and women, strengthened the capacities of 70 local authorities (9 departments, 61 municipalities), 41 agencies (projects/programmes and deconcentrated technical services) in fisheries, agriculture, water and forests, and livestock, and 22 local private sector organisations (SOCAAS - FADDO etc.)

- **Supporting the promotion of investment in value chains with the ACP Group of States and the EU**

The programme, entitled "EU/ACP Supporting Business-Friendly and Inclusive National and Regional Policies to Strengthen Productive Capacities and Value Chains", is a major initiative launched by the ACP Secretariat with the financial support of the European Union (\$37 million).

SUPPORT TO SENEGAL QUALITY AND QUALITY SYSTEM (TRADE FACILITATION)

Trade facilitation and quality through two regional programmes - West Africa Quality System Programme (WAQSP) and the West Africa Competitiveness Programme (WACOMP) - are essential to support intraregional trade through the improvement of the business environment, the establishment of harmonized quality systems and the development of competitive value chains. The two programmes are funded by the European Union which partners with UNIDO in the area of quality since 2001.

PROTECTING THE ENVIRONMENT AND THE CLIMATE THROUGH CIRCULAR ECONOMY APPROACH WITH CLEAN PRODUCTION, RENEWABLE ENERGY AND ENERGY EFFICIENCY FOR INDUSTRY



The objective of the PCP was to improve the overall resource efficiency and environmental performance of enterprises and other organisations in Senegal with a focus on improving the environment of SMEs, creating eco-industrial parks, greening value chains in agro-industry and waste management for sustainable cities.

After the adoption of "Dakar Pathways to Advance Circular Economy, Green Industries and Jobs in West Africa" by a conference organized jointly by UNIDO, the European Union, ECOWAS and Senegal in 2019, a major achievement has

been the integration of green industry objectives and principles in the new **Industrialization Policy and Strategy 2021-2035** which states: “The industrialization policy and strategy builds on complementary initiatives including the National Sustainable Development Strategy 2015-2030, the 2019 Environmental and Social Commitment Plan, the National Strategy for the Promotion of Green Jobs 2035”.

- **Sustainable Cities Initiative**
The Sustainable Cities project aims to promote renewable energy, energy efficiency and integrated waste management in the Diamniadio industrial park. The main objective of this four-year project, funded by GEF and supported by UNIDO technical assistance, is to improve the capacity to plan and implement sustainable city management practices.
- **Management municipal and hazardous waste for the reduction of unintentional POPs emissions (PRODEMUD)**
Launched at the end of 2016 for five years, PRODEMUD aims to reduce unintentionally produced POPs emissions in two municipalities in Senegal, Tivaouane and Ziguinchor. The project has established two centers for the treatment of bio-medical waste that contribute to the performance of the hospitals of Ziguinchor and Tivaouane as well as facilities for general and electronic waste management and create local jobs.
- **Supporting the resilience of agricultural value chains (PARFA)**
Under the authority of the Ministry of Agriculture and Rural Equipment of Senegal, the project for the resilience of agricultural value chains (PARFA) is implemented jointly by UNIDO and IFAD, acting as GEF Implementing Agencies under the GEF Pilot Integrated Approach to Food Security. It has contributed to support sustainable agriculture, local value addition through technical equipment with the utilization of renewable energy in Kaolack, Fatick, Kafrine and Diourbel.
- **Decarbonizing industrial activities**
UNIDO is working with the Government of Japan and in partnership with the National Cleaner Production Centres to raise awareness and demonstrate the opportunities and benefits of low-carbon and climate-resilient development in productive industries in Egypt, Kenya, Senegal and South Africa. Under this project, UNIDO has assisted 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.
- **Empowering women in green industries**
It is a global project of \$1,000,000 implemented in four countries: Senegal, Cambodia, Peru and South Africa. Funded by Germany (BMZ), it focuses on women’s economic empowerment in the green industry and is implemented by UNIDO in partnership with UN Women.

SOUTH-SOUTH AND TRIANGULAR INDUSTRIAL COOPERATION

The PCP objective was to increase and improve Senegal’s overall trade in value-added products and manufacturing capacity, and lower production costs in enterprises through South-South and triangular industrial cooperation (SSTIC). The specific objectives were the launch of new project portfolios with one or two pilot countries in the “South” and the institutionalization of the SSTIC. The PCP has contributed to develop this approach in Senegal through the following partnerships:

- **Senegal-China: Identifying Senegal’s industrial potential**
Through a partnership between Senegal, UNIDO and China (Beijing University), the “Growth Identification and Facilitation for Industrial Upgrading and Diversification” (GIFUID) study identified several sectors that could, in the medium-term, become competitive on the basis of Senegal’s comparative advantages.



- Senegal-Morocco: Training Senegalese youth and women for jobs in industry**
 With UNIDO's support, Senegal young professionals are trained every year in Morocco's Academy of Heavy and Commercial Vehicles (AGEVEC) established with the support of UNIDO in partnership with USAID and Volvo. At their return in Senegal, they are recruited by industrial companies looking for highly qualified staff. UNIDO and the Ministry of Employment and Vocational Trainings are exploring ways to develop the same academy in Senegal based on the experience in Morocco.
- Senegal-Republic of Korea: Supporting agro-industrial production in the North of Senegal**
North agro-pole: Through the Korea-Africa Economic Cooperation (KOAFEC) Trust Fund managed by the AfDB, the Republic of Korea participates in the funding of the feasibility study for the North agro-pole of Senegal with a total amount of \$670,000 that is being transferred to UNIDO on the basis of an agreement between UNIDO and the Government of Senegal. The study will take place in 2022.
- Senegal-Ethiopia: Sharing the experience of leather production**
Leather potential: On the basis of the study on the leather sector, facilitated by UNIDO and funded by the AfDB, a visit by the private sector from Senegal has taken place in 2021 to learn from the Ethiopian experience.

SCIENCE, INNOVATION AND TECHNOLOGY FOR INDUSTRY

The objective, in the framework of the PCP, was to improve industrial innovation through the development and strengthening of the capacities of enterprises and national counterparts to increase the productivity and competitiveness of the local and national private sector. This priority has been addressed through the reinforcement of national capacities in the framework of the 30 technical cooperation (national and regional/global) projects implemented by UNIDO in Senegal that brought new knowledge and technologies in various sectors. Beyond the various projects implemented, a major shift has been the prioritization of science, innovation and technology for industry in the new Industrialization Policy and Strategy 2021-2035 supported by the PCP.

5. Response to COVID-19

In 2020 and 2021, the UN Programme Committee (PMT), chaired by UNIDO, has been active in supporting the Government during the COVID-19 crisis. The UN PMT prepared a joint response to the Economic and Social Resilience Plan (PRES), which was presented by the Government in April 2020 and focused on the following priorities: Reinforcing the health system and the social resilience of populations; ensuring macro-economic stability to support the private sector and employment; and securing the provision of food, fuel, medical and pharmaceutical products. The UN realigned the current UNSDCF (UNDAF) to the priorities of the PRES with access to food, health, sanitary and pharmaceutical products, a response totaling an amount of \$200 million. In addition, the PMT, with the technical support of UNDP and UNIDEP and supported by all agencies, prepared the UN framework for the immediate socio-economic response to COVID-19 in Senegal.

UNIDO supported the Ministry of Industrial Development and SMLs in the inter-ministerial consultations for the Senegal Economic Recovery Programme, including by presenting the results of UNIDO's COVID-related research and programmes, which demonstrate the strategic importance of industry to support the production of essential products such as food, sanitary and pharmaceutical products. The Senegal Economic Recovery Programme aims to support "endogenous development through competitive productive sectors and the support of a strong national private sector". One of the first challenges identified is "inclusive and sustainable industrialization" and sovereignty in the production of food, sanitary and pharmaceutical products. Major industrial projects supported through the PCP, such as industrial parks and agro-poles, will support economic recovery and job creation.

The PCP and all UNIDO projects prepared contingency plans in the context of COVID-19 to ensure continued implementation, as possible, through the reorganization of plans and activities. Some projects reoriented activities, such as the project “Investment in Employment Opportunities” financed by Germany (BMZ), which supported the production of sanitary masks through a cluster of 50 artisans who produced thousands of masks with the standard developed by the Senegalese Standardization Agency. In addition, the project supported the polytechnical School of Dakar and Ziguinchor in producing prototypes of gel distributors and producing sanitary gels at semi-industrial level. Through the project PRODEMUD, UNIDO supported two centres in the safe treatment of bio-medical waste to prevent COVID-19 infections.

In 2021, UNIDO launched with the Minister of Trade and SMEs and the Ambassador of the European Union, the implementation of the Resilience and Recovery Programme for Micro, Small and Medium Enterprises in Senegal (P2R) that is directly addressing the COVID-19 crisis through the support to the resilience of 200 enterprises, the upgrading of 5 laboratories and innovation.

6. Communication

The Senegal PCP’s communication strategy aims to inform all key stakeholders and the general public about the objectives, activities and achievements of the PCP. This communication is done at national, regional or global levels through multiple channels: international conferences, workshops and meetings, media and press, and social media. In 2021, efforts were made to systematize communication activities at programme-level, as well as at specific project level with the increasing mobilization of media, press and social media on the occasion of PCP-related events.

7. Upcoming milestones and major results expected in 2022

Major priorities in 2022 will be related to the implementation of the Plan of Action 2021-2025 of the Industrialization Policy and Strategy 2021-2035 adopted in October 2021 by H.E. Mr. Macky Sall, President of Senegal. The final independent evaluation of PCP Senegal will be finalized in 2022, and its results and recommendations will guide UNIDO’s interventions in the country going forward.

PCP vertical and horizontal priorities will continue to be supported such as industrial policy development, special economic zones and incentive packages, industrial parks, agro-poles and the regional mining hub. The financing of some of these projects is expected to be confirmed in 2022 (Center and North Agro-poles, Regional Mining Hub). In addition, investments in sectors such as leather, automotive and pharmaceuticals should be developed through large-scale projects on the basis of feasibility studies under finalization. The portfolio of horizontal projects is under development in the various sectors (investment promotion and private sector; quality and competitiveness; circular economy, clean production, resource efficiency and sustainable energy; South-South and triangular cooperation; science, innovation and technologies).

The main expected results should be the creation of jobs for youth and women through the establishment of industrial projects as platforms for modernization, private investments and employment. The PCP’s industrial large-scale projects should help leverage investments in productive sectors and offer many opportunities for technology transfer and job creation.



Annex 1: PCP portfolio overview – UNIDO TC

Project title	Budget (USD)	Fund	Brief description/Key results
Ongoing projects			
1) ID 180031 – Etude de faisabilité et plan d’affaire pour la mise en place d’une agropole intégrée et compétitive au Sud du Sénégal	\$894,033	- Senegal EURO IDF - Special purpose convertible	This project will develop a comprehensive techno-economic feasibility study and associated business plan for the establishment of an integrated and competitive agropole in southern Senegal.
2) ID 180292 – Social and economic empowerment of women in decentralized municipalities of Dakar	\$62,637	- UNFPA - United Nations Population Fund: \$52,471 - UNIDO Regular Programme of Technical Cooperation: \$10,167	The joint initiative by UNFPA and UNIDO, in partnership with the Government of Senegal leverages on proven positive correlations between health, education, productivity and economic empowerment of youth and women in a given context. This pilot project aims to promote an overall and effective development for women in 3 municipalities of Dakar by providing them with opportunities for productive work through a local economic development approach while improving their access to basic health services.
3) ID 190020 – Etude de faisabilité et plan d’affaire pour la mise en place d’une agropole intégrée et compétitive au Sénégal dans la zone Centre	\$248,576	Belgium (Enabel) EURO Trust Funds	The objective of this project is to support the Government of Senegal in building the necessary capacity to set up the Agropole Centre.
4) ID 190021 – Etude de faisabilité et plan d’affaire pour la mise en place d’une agropole intégrée et compétitive au Sénégal dans la zone Nord	\$ 601,469	Senegal (Agreement UNIDO-Senegal). Source: grant to Senegal from Republic of Korea Koafec Fund managed by AfDB	This project will develop a project document based on a comprehensive technical and economic feasibility study and a business plan for the establishment of an integrated and competitive agropolis in northern Senegal.

Project title	Budget (USD)	Fund	Brief description/Key results
5) ID 190092 - Inclusive and sustainable industrial development for job creation in Ethiopia and Senegal	\$7,895,755 (total for both countries)	Germany (BMZ) : \$7,851,811 EURO Trust Funds UNIDO Regular Budget : \$43,944	This project document outlines UNIDO's proposed approach to Germany's Special Initiative on Training and Job Creation (Sonderinitiative Ausbildung und Beschäftigung).
6) ID 150038 - PCP - Programme for Country Partnership in Senegal	\$1,058,342	- China: \$381,238 - Senegal: \$93,487 UNIDO: - Trust Fund for Increased Food Security through Agribusiness: \$95,335 - Trust Fund for Trade-related Capacity Building: \$42,892 - Regular Budget: \$126,187 - Regular Programme of Technical Cooperation: \$9,036 Undefined (RB, RPTC, SRA): \$114,000 - Partnership Trust Fund: \$196,168	The PSE promotes a holistic development model based on economic, social and environmental pillars and seeks to unlock Senegal's industrial potential to generate inclusive and sustainable economic growth.
7) ID 210011 - Programme de résilience et de relance des microentreprises et des petites et moyennes entreprises au Sénégal	\$2,230,742	European Union EURO Trust Fund Finance	The specific objective is to support the resilience of micro, small and medium enterprises and their employees to the Covid-19 crisis and to initiate a rapid and sustainable post-Covid-19 recovery in sectors such as Accommodation and Catering, Transport, Fisheries and Fish Farming, Pharmaceuticals and Food Processing



Project title	Budget (USD)	Fund	Brief description/Key results
8) ID 100114 - Environmentally sound management of municipal and hazardous solid waste to reduce emission of unintentional POPs - Implementation Phase	\$2,000,000	Global Environment Facility (GEF)	The project aims to 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.
9) ID 105415 - HCFC Phase-out Management Plan (Stage I)	\$327,491	Montreal Protocol	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. Thereafter, HCFC phase-out will continue until reaching the overall consumption reduction rate of 97.5 per cent in 2030 and keeping an allowance of 2.5 per cent of the baseline consumption for meeting servicing needs until 2040.
10) ID 150071 - Agricultural Value Chain Support Project	\$3,645,776	Global Environment Facility (GEF)	The overall objective of the project is to 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. Letter of Interest received by the Ministry of Environment of Senegal in December 2014 for the new GEF6 Programme for food security.
11) ID 150270 - Sustainable Cities Management Initiative for Senegal	\$3,278,899	Global Environment Facility (GEF)	The aim of the project is to improve capacity to plan and implement sustainable city management practices, including climate resilience, in selected urban areas.
12) ID 200177 - HCFC phase-out management plan (stage II)	\$112,000	Montreal Protocol	Procure and distribute tools and equipment for good servicing practices to seven training centres; complete the feasibility study for the establishment of the reclaiming centres and install two to four AC units using low-GWP alternatives (most likely R-290) in training centres to assess performance and support training on low-GWP alternatives. Jointly implemented with UNEP
13) ID 200257 - Promoting cleantech innovation for climate action in Senegal	\$80,000	Global Environment Facility (GEF)	The project aims to support the identification, fostering and growth of innovative cleantech solutions by SMES helping them to scale within Senegal and, through the global program, to scale internationally through the provision of commercialization support and links to markets and finance.

Project title	Budget (USD)	Fund	Brief description/Key results
14) ID 210190 - Preparation of a HFC phase-down plan	\$55,000	Montreal Protocol	Preparation of a HFC phase-down management plan (Kigali Implementation Plan KIP) for Senegal to meet its obligations under the Kigali Amendment KA
			Sub-total: \$22,490,720

Participation in ongoing regional projects/programmes

15) ID 170095 - West Africa Competitiveness and Quality Infrastructure Project	Total \$6,449,982 Senegal (est.) \$400,000	- European Union : \$6,178,966 UNIDO: - Trust Fund for Trade-related Capacity Building : \$50,655 - Regular Programme of Technical Cooperation : \$114,142	Strengthening industrial competitiveness of the West African priority countries through value chain development and an enhanced level of production, transformation and export capacities of the private sector (to be implemented under the framework of the 11th Euro. Dev. Fund WACP).
16) ID 170049 - Supporting business-friendly and inclusive national and regional policies, and strengthening productive capabilities and value chains	Total \$8,885,307 Senegal (est.) \$600,000	European Union Organization of Africa, Caribbean and Pacific States (OEACP): \$8,793,315 UNIDO Regular Programme of Technical Cooperation \$91,993	The aim of the programme is to provide technical assistance and support to selected countries, and their pertaining investment promotion agencies (IPAs) so as to improve investment promotion strategies and spearhead business friendly inclusive and regional policies. Linked to the improved investment promotion activities of IPAs, the project will also seek to improve the respective host country business environment through improved quality infrastructure.
17) ID 180287 - Capacity-building support for the ECOWAS Centre for Renewable Energy and Energy Efficiency in the scope of the Global Network of Regional Sustainable Energy Centres	Total \$1,048,470 Senegal (est.) \$70,000	Austria: \$1,009,278 UNIDO Regular Programme of Technical Cooperation: \$39,192	The project is a follow-up to the provided UNIDO technical support for the establishment of the ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE) between 2008 and 2014. The Executive Board of the centre, requested UNIDO to assist ECREEE technically and institutionally in the implementation of the Strategic Plan 2017 to 2021 and key recommendations of a recently undertaken external evaluation. The centre is currently at cross-roads and needs to adapt its internal proceedings, competence and services to the growing demands from ECOWAS Member States and the private sector. Moreover, the project will assist ECREEE to become an active member of the Global Network of Regional Sustainable Energy Centers (GN-SEC) and to take leadership in joint south-south actions in partnership with other centers.



Project title	Budget (USD)	Fund	Brief description/Key results
<p>18) ID 200144 – Enhancing the provision of personal protective equipment in Africa: Strengthening the resilience of the industrial and healthcare sectors to COVID-19 and future pandemics</p>	<p>\$1,013,524 Senegal (undefined)</p>	<p>- Germany EU Trust Fund</p>	<p>The project objectives are the improved supply of quality-assured, locally manufactured PPE (personal protective equipment), hand sanitizer and disinfectants to reduce the incidence of COVID-19 transmission in Africa and improve the response capacity of national healthcare systems on the continent (medical equipment, specifically ventilators and related equipment, may also be included dependent on inception phase outcomes).</p>
<p>19) ID 120601 – Low Carbon Low Emission Clean Energy Technology Transfer Programme</p>	<p>Total \$10,315,938 Senegal \$500,000</p>	<p>- Japan: \$10,289,085 - UNIDO Trust Fund for Renewable Energy for Productive Uses \$26,853</p>	<p>As a collaborative initiative between UNIDO and the Ministry of Economy, Trade and Industry Japan (METI), this programme takes tangible actions to catalyze market deployment of low carbon and low emissions energy technologies in the fields of industrial energy efficiency (IEE) and renewable energy for productive uses and access to energy (RE) in developing countries, especially in Africa.</p>
<p>20) ID 160239 – UNIDO Investment and Technology Promotion Office in Tokyo, Japan (2017-2022)</p>	<p>Total \$12,067,047 Senegal (est.) \$150,000</p>	<p>- Japan: \$12,067,047 IDF – Special purpose convertible</p>	<p>The main purpose of the project is to support developing countries and economies in transition in attracting investment and technology from Japan. It is also intended to assist investors in Japan in making decisions on the establishment of industrial partnerships by providing support in the development of partnership opportunities into business proposals, providing detailed information thereof in the host country as well as in negotiations of these proposals.</p>

Project title	Budget (USD)	Fund	Brief description/Key results
21) ID 160202 – Strengthening the local production of essential medicines in developing countries through advisory and capacity-building support – Phase 6: Mainstreaming and consolidation	Total \$2,021,813 Senegal (est.) \$140,000	Germany: \$1,975,953 - UNIDO Regular Programme of Technical Cooperation: \$45,861	Emphasis will be placed on the consolidation and/or upscaling of selected advisory and capacity-building interventions which have been prioritized on the basis of their prospects for having a sustainable positive impact on pharmaceutical sector development beyond the duration of this project phase. As such, the main planned activity clusters comprise the following: Operationalize the GMP Roadmap approach for regional application in ECOWAS; Establish a sustainable Pharmaceutical Market Information System in Viet Nam; Continue to enhance the capacity of St Luke Foundation/ Kilimanjaro School of Pharmacy (UR Tanzania) to provide applied academic programs on industrial pharmacy; Develop a communication strategy to support further mainstreaming of the local pharmaceutical production agenda, and implement it in conjunction with an action plan for resource mobilization to be formulated under another concurrent project grant.
22) ID 170065 – Economic Empowerment of Women in Green Industry	Total \$1,118,832 Senegal \$100,000	- Germany (BMZ) EURO Trust Funds	The purpose of the global project “Global Programme: Economic empowerment of women in green industry” is to advise policymakers and practitioners on the establishment and implementation of a policy framework to integrate gender and green industrial policies. The aim is to affect change and empower more women to take leadership roles in green industries as entrepreneurs or industrial professionals.
23) ID 190288 – UNIDO Investment and Technology Promotion Office Germany (2020-2022)	Total \$4,721,260 Senegal (undefined)	- Germany EURO IDF – Special purpose convertible	The selection of projects, technologies and companies will aim to maximize the economic, social and environment impact, with special focus on innovative and climate-friendly solutions for the rural development and industrial upgrading and modernization in developing countries. Being strategically located on the UN Campus in Bonn, ITPO Germany will also foster the cooperation with other UN agencies based in Germany.
24) ID 130090 – Partnership for Action on Green Economy (PAGE): Supporting Change for the Future We Want	Total \$6,237,015 Senegal (est.) \$400,000	- UNEP: \$1,120,273 - MPTF – Partnership for Action on Green Trust Fund: \$5,111,742	Countries are transforming their economies to eradicate poverty, increase jobs and social equity, strengthen livelihoods and environmental stewardship, and sustain growth in line with the Sustainable Development Goals.



Project title	Budget (USD)	Fund	Brief description/Key results
25) ID 200001 – Pilotage de l'utilisation d'assurances volontaires par des tiers (APV) du secteur horticole du Sénégal et du Mali pour améliorer les résultats en matière de sécurité sanitaire des aliments visant à protéger la santé publique et améliorer le commerce	Total \$714,138 Senegal (est.) \$360,000	- Standard and Trade Development Facility (STDF): \$695,890 - UNIDO Regular Programme of Technical Cooperation: \$18,248	The UNIDO's Food Safety Approach provides the framework for the formulation of food safety capacity building initiatives, including optimization of food control measures through the integration of third party certification systems; 2. Standards and Trade Development Facility (STDF) of the World Trade Organization (WTO) identified UNIDO as a potential partner in the formulation and potential implementation of complementary food safety capacity building intervention related to two regional initiatives by STDF, aiming to integrate third-party certification systems for enhanced national food control systems
			Sub-total: \$5,040,000

Pipeline projects

1)	ID – 210067 Investir au Sénégal & eau potable		Global Environment Facility (GEF)
2)	Accelerating the adoption of innovative clean technology solutions for climate action and sustainable and inclusive agricultural green value chains.	\$3 million (GEF). Co-financing: \$21 million	Global Environment Facility (GEF)
3)	Promoting sustainable mobility through green investments in Senegal.	\$3 million (GEF). Co-financing: \$21 million	Global Environment Facility (GEF)

Project title	Budget (USD)	Fund	Brief description/Key results
4) Academy of Heavy Vehicles and Commercial Vehicles (AGEVEC) – Senegal	€500,000	European Union (VET-Tool Box)	

Completed national projects

Project title	Budget(USD)	Fund	Brief description/Key results
PCP Coordination and Events			
1) ID 140100 Senegal Technical cooperation framework between UNIDO and Senegal	\$132,537	UNIDO - Trust Fund for Trade-related Capacity Building: \$53,433 - Regular Budget: \$53,064 - Regular Programme of Technical Cooperation: \$26,040 EURO IDF – Special purpose convertible	The Technical Cooperation framework consists of: (i) upgrading of support structures and employment incentives, (ii) local economic development and territorial competitiveness and (iii) sustainable production and energy efficiency.



Project title	Budget(USD)	Fund	Brief description/Key results
2) ID 160090 Fifth Inclusive and Sustainable Industrial Development Forum and Industrial Investment Promotion Meetings	\$164,042	UNIDO Partnership Trust Fund (China): \$164,042	<p>Further to the organization of the third ISID Forum in Addis-Ababa, Ethiopia and the fourth ISID Forum in Vienna, Austria, the Government of Senegal announced during, the fourth ISID Forum, its willingness to organize the fifth ISID Forum in Dakar, Senegal. The Forum will be co-organized by UNIDO as the lead agency together with the Government of Ethiopia and the Government of Senegal. The forum will take place on 14 and 15 November 2016 in Dakar. A organization committee, both within UNIDO and the Government of Senegal, will be established in order to organize Forum activities. The fifth ISID Forum will be developed on the basis of lessons learned from previous ISID Forums – in particular from the third ISID Forum that was organized in Addis-Ababa, Ethiopia. It was agreed that the fifth ISID Forum will be organized as a regional Forum and will focus on developing ISID solutions for West African States. In this connection, the purpose of the fifth ISID forum will present, scale up and replicate the tangible and concrete results from the implementation of the PCPs for operationalizing SDG 9 in the regional context of West Africa. This will be done by promoting large-scale investments in PCP components, and developing ISID mechanisms and solutions for West African Member States, together with, finance institutions, private sector, investors, UN organizations, etc. to ensure gradual transfer of ownership of the PCP model in the region.</p>

Project title	Budget(USD)	Fund	Brief description/Key results
Private sector development and investment promotion, including agro-industry, Youth and women's employment			
3) ID 130316 Industrial upgrading and development of the industrial approach	\$984,000	- China: \$973,805 UNIDO: - Regular Programme of Technical Cooperation: \$10,175	UNIDO defines Industrial upgrading as a process of continuous improvement designed to prepare and adapt enterprises and their business climate to the requirements of the free trade setting and introduces an approach for progress-driven actions, strengthening enterprise's strong points while eliminating their weaknesses. New Structural Economics (NSE), developed by Dr. Justin Lin, in collaboration with the China Center for Economic Research (CCER) advocates Industrial upgrading that is based on the country's comparative advantage and the role of the State in facilitating structural transformation. The project aims to integrate UNIDO and CCER methodologies and tools, enable both parties to learn from each other's experiences and help translate successful and applicable experiences in industrial development policies and practices of China to developing countries and economies in translation. As a result, project is expected to contribute to enhancing UNIDO assistance to Member States on inclusive and sustainable industrial development
4) ID 120103 Insertion of continuous vocational and technical training in the northern and central regions of Senegal	\$1,100,000	Luxembourg	This project is part of the implementation of the Senegal-Luxembourg Cooperation Programme for the period 2012-2016 in its multi-bi component, executed by the United Nations System Agencies. UNID's expertise is sought to support the implementation of the professional integration of young people component. The ICP3 renews the multi-bi implementation of the insertion component by maintaining the technical mechanism (UNIDO/ILO) as well as the financial mechanism managed by the UNDP/BRS duo.



Project title	Budget(USD)	Fund	Brief description/Key results
5) ID 120489 Promotion of the economic development of the Louga region (IDEA1)	\$715,000	Luxembourg	As for its previous components, the Third Senegal-Luxembourg Cooperation Programme (ICP3) relies on UNID's expertise for the themes "Local Economic Development (LED)" and "Integration of Technical Education and Vocational Training Graduate". For their implementation, the organization has opted for its new IDEA (Innovation, Development and Entrepreneurship for All) approach, which aims to achieve the objectives of the two themes in five different steps: market assessment/value chain analysis; awareness campaign and transit function; soft incubation; clustering and networking; and maturity assessment.
			Sub-total: \$3,095,579

COMPLETED REGIONAL PROJECTS

Project title	Budget (USD)	Fund	Brief description/Key results
Trade Facilitation and Quality			
1) ID 140046 Upgrading SPS and value chain standards to facilitate access to regional and international markets for artisanal fishers in West Africa	Total \$942,871 Senegal (est.) \$235,717	Trade and Standards Development Support Fund (STDF): \$881,954 UNIDO: Trust Fund for Increased Food Security through Agribusiness: \$60,917	The project aims to facilitate access to various domestic, regional and international markets for artisanal fisheries products from Côte d'Ivoire, Guinea, Mauritania and Senegal through the implementation of SPS and other good production practices throughout the sector's value chain, the promotion of technological innovation and the search for and facilitation of business partnerships, including the design and implementation of innovative and replicable approaches.
			Sub-total: \$235,717

Annex 2: Investments leveraged by the PCP, including forecast for 2022

Definition of funding “leveraged”: These include public or private resources, in cash or in-kind, allocated by public or private partners towards the objectives of the PCP. They are contributed partly as a result of UNIDO interventions within the framework of the PCP, and based on a verbal or written commitment. Such resources are not channeled through UNIDO’s accounts and accordingly not under the Organization’s direct control.

			ALLOCATION						
Partner	Project	Type of funding	2016	2017	2018	2019	2020	2021	Total (US\$)
VERTICAL PROJECTS OF THE PCP (PSE FLAGSHIP PROJECTS)									
Industrial policy and challenges									
African Development Bank	Review of Industrial Policy	Grant to Senegal					\$300,000		\$300,000 (Confirmed)
	Regulatory and operational framework for Special Economic Zones	Grant to Senegal					\$130,000		\$130,000 (Confirmed)
	Implementation of the national Quality Policy	Grant to Senegal					\$196,000		\$196,000 (Confirmed)
	Feasibility study on automotive sector	Grant to Senegal					\$180,000		\$180,000 (Confirmed)
	Feasibility study on leather	Grant to Senegal					\$163,000		\$163,000 (Confirmed)
	Programme for industrial acceleration, competitiveness and employment and Infrastructure Programme for mining and agribusiness	Loan to Senegal (approved by AfDB in November 2021)							\$305 million
SUB-TOTAL									\$305,969,000
Integrated Industrial Parks/ Special Economic Zones									
1. Diamniadio International Industrial Platform (status of Special Economic Zone)									
Government of Senegal	Building of Diamniadio Integrated Industrial Park	Senegal public Investment		\$40 million					\$40 million (Completed)
Government of Senegal	Phase 2 of Diamniadio Integrated Industrial Park: Extension to additional 40 ha.	Senegal public Investment						\$110 million	\$110 million (Completed)
								17 new buildings, 330 companies expected	



Partner	Project	Type of funding	ALLOCATION					Total (US\$)
			2016	2017	2018	2019	2020	
France (Ministry of Finance) / Cap Vert Energie (private sector)	Solar grid for Diamniadio Industrial Park	Public (France) and private investment (Cap Vert Energie)					\$500,000 (France) \$3,5 million (Cap Vert Energie)	\$4 million (Confirmed by France and Cap Vert Energie)
SUB-TOTAL							\$230 million	
2. Sandiara Industrial Park (status of Special Economic Zone)								
Municipality of Sandiara/Senegal		Senegal public investment					\$9 million	\$9 million (Completed) (\$149 million expected in total) 195 jobs, (2,820 expected
Private sector (6 registered companies)	Agro-industry, water, packaging, etc.	Private investment			\$70 million	32 additional companies interested		\$70 million (Completed)
SUB-TOTAL							\$79 million	
3. DIASS Industrial Park (status of Special Economic Zone)								
Under development								
TEYLIOM LOGISTICS	718 HA Close to Dakar Airport AIBD 1st phase 90ha with airport Cargo village and industrial zone	Private investment						
4. Industrial parc of Bargny-Sendou (status of Special Economic Zone)								
Under development								
Tosyali (Turkey)	100ha for mining and metallurgy (expected 600,000 tons/year)						\$120 million	\$120 million (\$570 million in total expected) (400 direct and 800 indirect jobs expected)
SUB-TOTAL							\$120 million	

			ALLOCATION						
Partner	Project	Type of funding	2016	2017	2018	2019	2020	2021	Total (US\$)
5. PHARMAPOLIS : Industrial park dedicated to pharmaceutical industry and pharmacopeia									
Under development									
6. TOUBA INDUSTRIAL PARK									
Under development									
1. SOUTH-EAST INDUSTRIAL PARK									
Under development									
SUB-TOTAL									\$429 million
Integrated and competitive Agropoles									
Northern Agropole									
African Development Bank		Public Investment (Loan to Senegal)					\$60 million (pledged)		\$60 million (to be confirmed)
European Investment Bank		Public Investment (Loan to Senegal)					\$60 million (pledged)		on basis of feasibility study and co-funding by EIB)
Republic of Korea (Korea)		Public grant to Senegal, managed by AfDB and implemented by UNIDO					\$670,000		\$60 million (to be confirmed on basis of feasibility study and co-funding by AfDB) \$670,000 agreement signed and first instalment received.
SUB-TOTAL									\$120,670,000
Center Agro-pole									
Enabel (Belgium)	Investment in agropole infrastructure	Grant to Senegal					\$30 million approved in 2019 Cooperation Agreement		\$30 million (to be finalized on the basis of the feasibility study)
African Development Bank	Investment	Loan to Senegal					\$60 million (pledged)		\$60 million (to be confirmed)



Partner	Project	Type of funding	ALLOCATION					Total (US\$)
			2016	2017	2018	2019	2020	
European Investment Bank		Public Investment (Loan to Senegal)					\$60 million (pledged)	on basis of feasibility study and co-funding by EIB) \$60 million (to be confirmed on basis of feasibility study and co-funding by AfDB)
SUB-TOTAL							\$150 million	
Southern Agro-pole								
Senegal	Feasibility study	Senegal contribution to UNIDO Industrial Development Fund				\$900,000		\$900,000 million (Completed)
	Investment							\$25 million
African Development Bank		Loan to Senegal					\$43 million	\$43 million (Signed agreement)
Islamic Development Bank		Loan to Senegal				\$27 million		\$27 million (Signed agreement)
Société de Construction et d'Exploitation								\$25 million
SUB-TOTAL							120,9 million	
Regional Mining Hub								
African Development Bank	Feasibility study on regional mining hub	Grant to Senegal managed by AfDB				\$150,000		\$150,000 (Completed)
SUB-TOTAL							\$150,000	
GRAND TOTAL							\$1,126 billion	

For more information, please scan the QR Code to
[access the PCP Senegal UNIDO website.](#)



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UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

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