

République du Sénégal

Un Peuple - Un But - Une Foi

**Ministry of Economy, Finance and Planning**



# EMERGENT SENEGAL PLAN

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## Priority Actions Plan 2014-2018

## Priority Actions Plan (PAP)

1. The PAP operationalizes the Emergent Senegal Plan through the alignment of strategic priorities, sectorial targets and lines of action, with development projects and programs within a budget framework for the period 2014-2018. To determine priorities, lines of action were evaluated based on their likely contribution, mainly on economic growth and sustainable human development.

2. Lines of action and measures on the number of 451 were subjected to the evaluation grid below **that allowed the definition of actions' priority levels to come into 190 priority actions (42%).**

Tableau 1: Priority levels of the actions

n°	Designation	Weight
1	Acceleration of economic growth or productivity	20
2	Improving the business environment	7
3	Improving the management of public finances	5
4	Job Creation	8
5	Reducing Inequality	10
6	Impact on local Development	12
7	Improving the Living Conditions of the Populations	30
8	Sectorial Good Governance	8
<b>Total</b>		<b>100</b>

3. The weights take into account both the strategic axes and a need for maximum discrimination of the actions. Thus, three actions classes are determined: (i) rank 1 actions; (ii) rank 2 actions; and (iii) rank 3 actions. The classification follows the descending order of the scores achieved by each action. Thus, the rank 1 actions are considered a priority in this rubric. This ranking was completed by reasoned choices for sectorials.
4. For the adequate funding of the PSE, the identified sources are the state, Technical and Financial Partners (TFP) and the national and international private sector through the Public Private Partnership (PPP) with the creation of favorable conditions for investment.

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<sup>1</sup> Il s'agit de la méthode des nuées dynamiques, par principe d'optimisation de variances intra et inter groupes.  
[PAP 2014-2018 Financing Needs](#)

5. The financial programming PAP took into account the profile of the acquired funding, the mode of funding and the profile of the additional need for funding or gap according to the following methodology::
- **Profile of the acquired funding:** all internal and external funding acquired (Projects and programs being implemented) are attached to a line of action, according to the relevance of the main component of the project part of the three-year 'public Investment Program (PTIP) 2013-2015 revised by the TPIP 2014-2016. The trend on the horizon of the strategy has been integrated from the remains to be programmed for the years 2017 and 2018;
  - **Funding Mode:** State and TFP for public funding and state and private sector funding in Public - Private partnership (PPP on the assumption of 30% for the public part and 70% private funding); and
  - **the profile of the need for additional financing or gap:** the inclusion of new projects and programs helped identify the funding needs of the lines of action taking into account sector policies (PAQUET NPIA, PNDS, PEPAM, etc.). These new projects were selected following their conclusive assessment according to project folders noting pattern: Presidential directives, the Council of Ministers directives, Directives of the inter-ministerial councils, especially those of development, availability of technical file emergency character. For structuring projects selected such as macro-projects, a thorough analysis was made with an estimate of the expected economic and social impacts.

Table 2: New projects weighting criteria

	Poids
Instruction Note of (President or Prime Minister Initiative)	20
Note of project start-up schedule (0-6 months, 7-11 months, 12 months and more)	20
Technical File Note (existence of a technical file)	5
Note of the phase (feasibility, pre-feasibility, identification, indeterminate)	5
Consistency with the strategic target.	20
Consistency with the strategic target. Actions Line (LA)	15
Equivalence of the of the LA priority	15
<b>Total</b>	<b>100</b>

6. For new projects of Public Private Partnership (PPP), the selection criteria are:

Table 3: PPP Weighting criteria

	Weight
C1: LA Quality (1-LA=1 if LA is of rank 1; 0-if Not)	40
C2: Direct revenue generation (1-Yes; 0- if Not)	10
C3: Population Impact (1-Yes; 0- if No)t	15
C4: Impact on Employment (1-Yes; 0- if Not)	7
C5: Public Service Quality (1-Yes; 0- if Not)	7
C6: Impact on Environment (1-Yes; 0- if Not)	7
C7: President or Prime Minister Initiative (1-Yes; 0- if Not)	15
<b>Total</b>	<b>100</b>

7. As for the actions' classification (see above), the projects were divided into two groups according to their balanced weight. Only senior projects (score above 76%) are considered to define the gap profile for the period 2014-2018.

8. In order to align public investment choices with resource mobilization capacity, three; (3) scenarios have been considered (trend, optimistic and pessimistic). The development of these scenarios was done through a prioritization methodology which allowed to classify the global action plan according to priority actions and measures, upper and lower rank relative to their contribution to economic growth, reduction of household vulnerability and inequality in access to social services and employment opportunities and improving the living conditions of the population. Thus, all actions declined in the strategy are ranked in order of priority

9. 9. The PAP and the macroeconomic framework have been developed through an iterative process in three (3) scenarios:

- The **Baseline scenario** which base is the current executed 2013-2015 PTIP revised by the **PTIP 2014-2016**. This is the central scenario retained with the IMF as part of the PSI. This is all public funding granted programmed without distinction on ranks of actions;

- The **Take-off scenario** is based on the baseline scenario plus the new need for funding from new projects and programs jointed to high ranking priority actions . This is the scenario of the national strategy for the emergence of Senegal for the period 2014-2018; and

- The **Low scenario (pessimistic)** based on the baseline scenario from which resources that cannot be mobilized in times of economic recession bare subtracted. Only high ranking priority actions are considered.

10. Also, adjustments have been made so that the PAP, which lists annually on the five-year period of the PSE (2014-2018) funding acquired (internal financing including investment budget and the operating budget, external financing) by line of action and the financing gaps identified, is sustainable for public finances.

11. **The optimistic scenario of the PSE is valued at 9 685.6 billion FCFA. Its funding is acquired for 5 737.6 billion CFA francs, or 59.2%, while the financing gap is 2 964 billion CFA francs, or 31%.**

**Table 4: Relationship between the macroeconomic framework and the PAP strategy**

Macroeconomic Framework	PAP strategy Funding
Baseline scenario (trend)	- Trend of the consolidated acquired funding actions and measures without Priority level distinction through projects and programs and the budget operating in human capital development, in line with current PSE objectives without other new interventions.
Optimistic scenario (PSE)	Comprises two holistic sets: <ul style="list-style-type: none"> <li>- (1) Trend of the consolidated acquired funding actions and measures without Priority level distinction through projects and programs and the budget operating in human capital development, in line with current PSE objectives without other new interventions.</li> <li>- (2) - <b>in addition</b> to this trend of the consolidated financing acquired, there is the <b>need for additional funding</b> (new needs or gap) of <b>actions and measures identified as priorities for the period 2014-2018.</b></li> </ul>
Pessimistic Scenario	- Trend in financing acquired Consolidated <b>of actions and measures identified as priorities</b> through projects and programs (excluding the current operation budget for human capital development) line with the Strategy’s objectives Without other new interventions.

12. Acquired funding, in the amount of 5 737. 6 billion FCFA stems from three (3) sources:

- **State 3218.6 billion CFA francs (56.1%);**
- **PTFs for 2056 billion FCFA francs (35,8%) ; et**
- **The Private Sector for 463 billion FCFA francs (8,1%).**

13. The PAP's funding gap, , in the amount **3948 billion FCFA francs**, is distributed as follows :

- **1 853 billion FCFA francs** expected from donors ;
- **1 111 billion FCFA francs** Private Sector participation in PPP projects, representing 70% of PPP projects, against 476 billion CFA francs State contribution (30%) or **1587 billion CFA francs** of PPP projects; and
- **984 billion CFA francs** from State.

14. The main projects and programs within the **public component** of the funding gap amounting to **2361 billion FCFA** show the preponderance of six (6) following sectors:

- **infrastructure and transport services** for **621 billion CFA francs**; that is **26.3%**, including the rehabilitation project of the railroad Dakar-Tambacounda-Bamako, the construction project of rural roads, the bridge construction project (Rosso bridge, etc.); the rehabilitation project of the Ndioum-Ourossogui-Bakel road, the acquisition project of 250 buses and the establishment of Technology in Automotive Training Institute and the infrastructure and marine equipment project;
- **energy** for **304 billion CFA francs**, or **13%** with integrated recovery plan for electricity and the universal energy service that are macro-projects with production capacity building projects as the energy mix , interconnection to the network, rehabilitation and expansion of the transmission and distribution network and rural electrification;
- **261.8 billion CFA francs**, or **11.1%** for agriculture, where the emphasis is on structuring the groundnut sector, development of grain corridors, the establishment of 150 to 200 support to family farming microprojects and the establishment of 100-150 aggregation projects targeted on High Value Added sectors and livestock;
- **257.3 billion CFA francs**, or **10.9%** for Education and training , with construction projects of the University of Sine-Saloum and establishment of the Institutes of Professionnal Higher Education network , of Dakar regional Campus of reference to make Dakar the reference higher education center of the region on the key sectors of economic emergence; support for basic education improvement, support for textbooks for girls' education and literacy; strengthening of Franco-Arab educational provision ;
- **drinking water and sanitation** for **251.6 billion CFA francs**, or **10.7%**; with the PEPAM for the resorption of its financing gap as well as rural and urban sanitation ;
- **Health in the amount** for **124.6 billion CFA francs**, or **5.3%**, with the National Recovery Program of technical platform of hospitals and other health centers and 'Dakar Medical City' which is a flagship project to make Dakar the reference care center in the sub-region, particularly through upgrading the **Hopital Principal de Dakar** to an international level and the creation of a vaccine production unit against yellow fever.

14. These six (6) first sectors, are followed in the order by five (5) equally important sectors, but whose funding gaps are less than 100 billion FCFA :

- **governance, peace and security** for **60.4 billion CFA francs**, with the strengthening of democratic governance program and the project to build urban infrastructure security
- **communication, telecommunications infrastructure and services** for **60 billion CFA francs**, with the digital city project of Senegal and cyber huts implementation project in the 14 regions of Senegal;
- **social protection** for **46.9 billion CFA francs**, with the development of universal coverage by health insurance, the program of support to social safety nets in addition to internal financing effort through the National Family Security Grants Program and Universal Health Coverage;
- **risks and disasters** for **40 billion CFA francs**, with the stormwater management project and the project for climate resilience and management of risks and disasters;
- **environment** for **36.4 billion CFA francs**, with the integration project of the Climate Change Adaptation in the path towards sustainable development of the country; Integrated Management Project of Senegal ecosystems and the consolidation and extension project for Marine Protected Areas.

15. The PPP component of the PAP, the amount of 1587 billion CFA covers the following areas

- **infrastructure and transport services: 417.4 billion FCFA** with the construction of the Tramway in Dakar and the regional air hub project;
- **Agriculture: 396.6 billion FCFA** with two (02) flagship projects, the development of 3-4 grain corridors and the establishment of 100-150 aggregation projects focused on HVA and livestock sectors,
- **Housing and the living environment: 245.9 billion FCFA** with two (02) flagship projects: the acceleration in the supply of social housing program and the "Business Park": Center for the region's headquarters and base of living;
- **Tourism: 165.8 billion FCFA** with the integrated tourism development flagship project;
- **Education and training: 141.6 billion FCFA** with mainly university residences Construction Project and 'Dakar reference Regional Campus';
- **mines and quarries: 101.086 billion FCFA** with the stimulus flagship project of the integrated project on Falémé- iron;
- **Industry 52.5 billion FCFA** with integrated industrial platforms flagship project ;
- **Drinking water and sanitation: 40 billion CFA francs** with the construction of a sea water desalination plant;
- **Health: 15.7 billion FCFA** with the flagship project "Dakar Medical City"; and
- **Trade: 10.5 billion FCFA** with the flagship project of areas dedicated to ready to use export services.

16. In total, after the completion of the financing of the Plan Emerging Senegal (PSE) at a cost of **9 685. 6 billion CFA francs**, it would be funded by:

- State: 4 202.6 billion FCFA (43.4%);
- PTF: 3909 billion FCFA (40.4%);
- Private Sector through PPP 1574 billion FCFA (16.3%)

18. By strategic axis of the PSE, the distribution of the PAP funding is as follows:

Table 5: Distribution of the PAP Funding by axis

STRATEGIC AXES	Aount in Billion CFA francs	Percentage
Transformation structurelle de l'économie et croissance	6 439.266	66.5%
Humain capital, Sociale protection and Sustainable developpement	2 520.487	26.0%
Governance, Institutions, Peace and security	725.972	7.5%
TOTAL	9 685.725	100%

19. Thus, the distribution by strategic axis of the PSE shows that

- **the structural transformation of the economy and growth** concentrates

66.3% of PAP funding and rely on (i) infrastructure and services of transport and energy, (ii) the development of agriculture, livestock, fisheries, of the aquaculture and agribusiness,

(iii) the development of social housing and of an ecosystem of construction,

(iv) development of mineral resources and fertilizers and

(v) the positioning of Dakar as a regional industrial logistics hub and multi-services and tourism hub;



- **Human capital, social protection and sustainable development receive 26%** of the funding of PAP which are to the satisfaction of social needs of people relating primarily to (i) quality education and development of skills and qualifications, (ii) access to health care, safe drinking water and sanitation as well as strengthening nutrition (iii) social protection and solidarity with vulnerable groups, (iv) improving housing and living environment conditions, (iv) the prevention and management of risks and disasters, promoting equity and gender equality, the environment and natural resources management and sustainable development ;
- **Governance, institutions, peace and security are 7.5%** of PAP funding for (i) the consolidation of peace and security, (ii) promoting the fundamental principles of the rule of law , human rights and justice (iii) promoting gender equity and gender equality, (iv) the state of the reform and strengthening of public administration, (v) local territorial development , local development and territorialisation and (vi) strategic , economic and financial governance.

20. Per economic sector, the PAP is distributes as follows:

**Table 6: PAP distribution by sector**

Sectors	Amount in billion FCFA francs	Part (%)
Primary	1 984 329	20.5%
Secondary	1 841 065	19.0%
Tertiary	2 590 053	26.7%
Quaternary	3 270 278	33.8%
<b>TOTAL</b>	<b>9 685 725</b>	<b>100.0%</b>

21. The sectoral analysis of PAP funding shows that:

- the primary sector receives 20.5% of the funding;
- the secondary sector receives 19% of the funding;
- the tertiary sector absorbs 26.7% of the funding;
- the quaternary sector accounts for 33.8% of funding.

**Graph 1: PAP Distribution by finance sector**



