**Second regular session 2023**

28 to 31 August 2023, New York

Item 3 of the provisional agenda

**Country programmes and related matters**

**Draft country programme document for Senegal (2024-2028)**

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## I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. The development aspirations of Senegal are articulated in its *Plan Sénégal émergent* (‘PSE’) 2014, which aims at achieving middle-income status by 2035 and addresses developmental challenges through three axes: (a) structural economic transformation and growth; (b) human capital, social protection, and sustainable development; and (c) governance, institutions, peace, and security.
2. Real gross domestic product growth rose from an average of 2 per cent (2010-2013) to 7 per cent (2015-2019), and despite successive exogenous shocks plunging the economy to 1.3 per cent in 2020, it has demonstrated resilience, with a 6.1 per cent growth rate in 2021. Growth slowed to 4.8 per cent in 2022 due to decreased demand and higher prices. Rystad Energy[[1]](#footnote-2) estimates the proven and probable oil resources of Senegal at 1 billion barrels, equivalent to 15 barrels per capita – less than Nigeria (45), Angola (140) and Gabon (360) – an important source of additional revenue but not sufficient to transform the country. UNDP supported a study exploring the optimal and sustainable use of oil revenues for government priority investments, economic diversification, and an intergenerational stabilization fund.[[2]](#footnote-3)
3. The population in 2023 is estimated at 18.3 million (50.3 per cent women and 49.7 per cent men). Seventy-six per cent of the population are under 35, and 23 per cent live in the capital, Dakar. Although the poverty rate declined from 42.8 per cent in 2011 to 37.8 per cent in 2019, the Human Development Index score fell to 0.511 in 2021, with a Gini coefficient of 0.351 and a high gender inequality index (0.523). The unemployment rate disproportionately affects women (26.3 per cent) over men (9.3 per cent), the poorest regions being Tambacounda (61.9 per cent), and Sédhiou (66 per cent).
4. The Government invests in infrastructure to spur private sector-led growth and create wealth and jobs for young people, who make up one third of the population. In 2022, the Government issued an emergency action plan to manage risks related to climate change and disasters, manifested by both flood and droughts, which displaced thousands and had severe implications for income and employment. The country faces risks including the consequences of the tense electoral climate and the potential for cross-border insecurity, which could hamper the opportunities presented by the African Continental Free Trade Area.
5. The Government is developing its *Plan d’actions prioritaires*, 2024-2028, and in consonance the United Nations is elaborating the United Nations Sustainable Development Cooperation Framework, 2024-2028, whose outcomes are aligned with the three development axes of the Plan. UNDP will work with the United Nations Development system to implement the PSE vision of “an emerging Senegal in 2035 with a society based on solidarity and the rule of law” through the Cooperation Framework, assuring that no one is left behind by providing employment opportunities to the most vulnerable, promoting sustainability, and building resilience. UNDP support through the national planning system, adopts a two-track strategic portfolio approach focused on axes 1 and 3 of the PSE. Two mutually reinforcing UNDP pillars – (a) individual and community engagement and resilience, and fostering systems and institutional resilience by promoting democratic governance and social cohesion; and (b) fostering inclusion, equality and sustainable use of resources – were identified using feedback on UNDP’s experience under the previous Cooperation Framework and during preparation of the programme theory of change. The two pillars of the country programme are consistent with the UNDP Strategic Plan, 2022-2025, and the ‘Africa Promise’ of leaving no one behind. In line with the Strategic Plan and the Africa Promise, UNDP will use digitization and development financing as a catalyst to accelerate implementation of the Sustainable Development Goals.
6. UNDP engages with local governments and civil society organizations to facilitate the reach and involvement of vulnerable communities in its pro-poor programmes. Its comparative advantage is its unique positioning in leading governance priorities in the United Nations and with other partners. With its ‘AccLab’, UNDP is the only United Nations entity working with local communities to find gender-sensitive, indigenous solutions to development challenges.
7. As recommended in the country programme evaluation conducted by the Independent Evaluation Office in 2022, UNDP will capitalize on its partnership with the ministries in charge of planning and finance to support the coordination and coherence of public policies to accelerate implementation of the Sustainable Development Goals at national and local levels, with a focus on women, youth and on the most vulnerable populations. The multiple development policy frameworks of Senegal have had implications for the coherence of the planning system and chain, with a negative impact on the effectiveness of public policies. In response, a new orientation law for the National Planning System (‘NPS’) was adopted in 2022, with UNDP support, to strengthen the coherence of sectoral policies; improve monitoring and evaluation mechanisms for projects, programmes and policies; and institutionalize prospective analyses.
8. The country programme evaluation recommended that UNDP build on its comparative advantage and continue its work in governance; inclusive growth and resilience; climate change and ecosystem protection, prioritizing support at the strategic level, aligned with the PSE and the Goals; and that UNDP accelerate the finalization and validation of its gender equality strategy to promote programme mainstreaming. The country office gender strategy has been validated and its recommendations incorporated into the country programme document and the PSE.
9. UNDP will support implementation of key national priorities and, as articulated in the Integrated National Financial Framework, promote the mobilization and alignment of public and private domestic finance to accelerate the Goals. In collaboration with the United Nations Entity for Gender Equality and Women’s Empowerment (UN-Women), UNDP will support the implementation of gender-responsive budgeting. UNDP will continue its advocacy and technical support to unlock international climate and innovative finance mechanisms and manage multi-donor mechanisms for joint climate outcomes, in coordination with the United Nations Capital Development Fund (UNCDF), the African Development Bank, the European Union, the International Monetary Fund, and the Islamic Development Bank – as well as local and regional financial institutions – as articulated in the Financial Framework.
10. UNDP will leverage its expertise in designing and implementing integrated programmes such as the COVID-19 platform, municipal development plans, and community-based approaches to climate change resilience in vulnerable areas, to build individual and community resilience. It will collaborate primarily with the United Nations Environment Programme, the Food and Agriculture Organization (FAO), and the United Nations Industrial Development Organization to create a broad partnership that will focus on building resilience in climate-vulnerable areas and sectors, with a special focus on rural women and youth.
11. Area-based approaches implemented successfully in pilot communities (Sandiara, Bargny, Montrollant, Ndiafate, and Ndiob) will be scaled up, including in border areas, through synergies with other United Nations organizations. Those approaches will focus on the decentralization of public policies, local economic diagnosis, and the exploitation of existing potential, while prioritizing UNDP target beneficiaries such as youth, informal entrepreneurs (including Talibés), women, people with disabilities, and poor communities in urban and rural areas, including border areas. UNDP will draw on its partnerships with government institutions, the National Assembly, local authorities and municipalities, civil society organizations, academic and research institutions, the private sector, the innovation ecosystem, and development partners.

## II. Programme priorities and partnerships

1. This country programme will pursue the principle of leaving no one behind by achieving transformative change through the drastic reduction of poverty, inequalities, and unemployment. It aims to promote resilient, inclusive, and sustainable socio-economic growth at the national and local levels, while reinforcing institutions and accountability systems and enhancing the capacities of individuals for mutual accountability.
2. To ensure alignment with the Cooperation Framework, the country programme will prioritize coherence and inclusivity in planning systems at national, local, and sectoral levels. The country office will work with multiple United Nations organizations – with FAO and the World Food Programme on food resilience and climate action, and UNFPA, UN-Women and the United Nations Children’s Fund (UNICEF) on youth and women’s empowerment. UNDP will partner with the United Nations Office on Drugs and Crime and UNCDF to territorialize the Sustainable Development Goals and local governance, strengthening accountability systems to further involve vulnerable groups and responsive institutions.
3. UNDP will engage in strategic consultations and dialogue with other United Nations organizations to define the roles and responsibilities of each entity in achieving results. Joint work plans will be developed, outlining the required actions and outputs. UNDP will monitor and report on the progress of joint efforts to achieve Cooperation Framework outcomes, highlighting the contributions of each organization and identifying areas for further collaboration. UNDP will ensure that its partnerships are effective, complement each other, and lead to the achievement of shared objectives.
4. Assuming political stability and that the poorest and most vulnerable are well targeted and assuming risks are well mitigated, UNDP support to coherence and inclusivity in the planning system at national, local and sectoral levels, territorializing the Goals, and strengthening accountability systems will engender more involvement of vulnerable groups and responsive institutions, contributing to social cohesion in a more resilient Senegal with low poverty and inequality.
5. The country programme will support inclusive green agriculture, value chains, entrepreneurship, social protection, the judicious use of revenues emanating from extractive resources, climate mitigation, and adaptation and job creation. It will seek to improve citizens’ confidence in government systems and encourage private and public investment and inclusive sustainable growth.
6. UNDP considers the Cooperation Framework outcomes to be interdependent, so that to achieve the Goals a holistic development approach must be applied. UNDP will establish synergies across country programme priorities while ensuring a human rights-based approach, thus emphasizing the principles of leaving no one behind and ensuring that economic, social, and environmental rights are respected.
7. The country programme, in alignment with the Cooperation Framework, aims to strengthen the NPS by improving coherence in governance, prevention, and social cohesion. The acceleration of digital and gender strategies are cross-cutting measures aimed at providing adaptive, innovative and sustainable solutions in the priority areas.
8. UNDP will help national institutions to access knowledge and resources through research, studies, and South-South and triangular cooperation, particularly in the areas of least developed country graduation (Bangladesh and the Lao People’s Democratic Republic), federalism implementation, and business and human rights. UNDP will leverage its network of global policy centres, country offices, communities of practice and accelerator labs to connect Senegal with global knowledge, expertise, and good practice.

#### A. Strengthening governance for development, resilience, and social cohesion

1. This pillar is crucial to achieving the long-term development goals of Senegal by providing vision, strategic planning, and effective policy coordination. It is a catalyst for the two development axes: (a) governance, resilience and social cohesion, and (b) sustainable and inclusive economic growth. The NPS involves improving government capacity to develop and implement inclusive, risk informed plans and evaluate policies at all levels of governance.
2. UNDP will contribute to strengthening the NPS to accelerate achievement of the Sustainable Development Goals through integrated, participatory, and transparent planning, budgeting, monitoring-evaluation and reporting systems. This contribution seeks to strengthen the governance capacity of the NPS to ensure that sectoral policies, strategies and plans converge and are coherent. Efforts will focus on developing inter-ministerial coordination and synergies, as well as networking the planning and study units of technical ministries, regional planning services and local authorities. Innovative data management methods such as artificial intelligence and ‘big data’ will be used for analysis and planning based on human rights, results, a focus on the Goals, and leaving no one behind.
3. UNDP will provide advocacy and technical support for the implementation of reforms arising from the Public Finance Transparency Initiative, which incorporates developments in international standards for capacity-building and transparency in the use of public funds. Budget and finance teams, the private sector and the National Assembly and its specialized committees will be mobilized to accelerate the necessary legislative adjustments and amendments and to improve their role in controlling and monitoring public action. UNDP will work with UNFPA, UNICEF, the Office of the High Commissioner for Refugees (OHCHR), UN-Women and other bilateral partners, such as Belgium, France, Luxembourg, Canada, and non-traditional partners, such as Mastercard, to achieve its objectives. UNDP will partner with the private sector to mobilize investment and create sustainable jobs for vulnerable populations.
4. UNDP will continue to support local governance anchored in the Goals, nationally determined contributions, and other relevant international frameworks through their integration into planning, budgeting and monitoring-evaluation processes, and will support the participatory and inclusive implementation of projects, particularly in vulnerable cross-border areas. As articulated in the Strategic Plan, the country programme will rely on the digital transition to stimulate added value to the provision of services to users (such as e-justice, e-health and e-territories) through the digitalization of administrative procedures.
5. The PSE, the *Plan d’actions prioritaires* and the Cooperation Framework recognize decentralization as an important strategy to facilitate the achievement of cooperation outcomes. UNDP will support transformative, accountable, equitable, and inclusive governance within the Framework by building on its support to central-level government entities and assisting the Ministry of Local Governance in implementing the decentralization agenda. UNDP will provide tools, methodologies, and capacity to support the partnership between United Nations organizations and the Government for effective service delivery, including in relation to fiscal decentralization.
6. UNDP will support the Government in implementing civil service reform and public administration modernization and digitalization, with a focus on improving public service delivery, reducing corruption and improving administrative efficiency and transparency. Together with development partners and civil society organizations, UNDP will support implementation of the national action plan to prevent and fight against corruption.
7. UNDP will work with governance institutions and communities to establish platforms for dialogue and co-create policy solutions that reduce inequality, exclusion and discrimination for vulnerable groups such as women, youth, people with disabilities, and minorities.
8. UNDP will support people’s engagement and access to justice by using modern technologies to make legislative, oversight and justice processes more accessible, noting that access to justice includes citizen participation in the governance process and creation of an enabling environment for social justice. UNDP will support those efforts by working with government institutions and civil society organizations to strengthen rule of law, justice and cohesion in the country.
9. UNDP will intensify its support to the Emergency Programme for the Modernization of Border Axes and Territories by rejuvenating and expanding prevention and peace infrastructures. UNDP will support collaboration between local authorities, civil society organizations and communities to deepen democratic discourse and address the legacy of impunity. By focusing on youth and women in border areas, those interventions will facilitate youth civic engagement, social cohesion and the prevention of conflict and violent extremism. UNDP will consider South-South cooperation with neighbouring countries to strengthen interventions in border areas.
10. UNDP will continue providing electoral support together with civil society organizations such as Femmes Africa Solidarité, which comprises 50 civil society organizations; electoral management boards; and the United Nations Educational, Scientific and Cultural Organization (UNESCO). UNDP will work with local partners to strengthen citizen participation in democratic processes and voter education, stakeholder engagement and dialogue, civic responsibility, use of digital technologies, and combating misinformation and hate speech.

#### B. Fostering sustainable, green and inclusive economic growth

1. UNDP will support national institutions in promoting inclusive green growth as an engine for reducing poverty, unemployment, informality and vulnerability, as well as to build resilience and a low carbon economy. This will include policy advice, capacity strengthening and technical support for the design and inclusive implementation of a gender-sensitive integrated national financial framework, a sustainable least developed country graduation strategy, and related tools. The inclusive growth approach will ensure that the most vulnerable benefit from project and national programmes and contribute meaningfully to development progress.
2. UNDP will support consolidation of reforms, build capacity, fill skills gaps, and support the development of an enabling environment for job creation and volunteer opportunities, focusing on women, youth and marginalized groups in the formal and informal sectors. To increase employment, UNDP will support entrepreneurship and innovative start-ups, high-impact green agricultural value chains to create dignified and sustainable jobs, and livelihoods based on local products and sustainable and niche tourism.
3. UNDP will continue promoting the competitiveness and productivity of micro, small and medium enterprises, raise awareness, and build capacity for Sustainable Development Goals contributions and impact management. UNDP will mobilize the private sector and support public-private partnerships with the Ministry of Economy, Planning and Cooperation, the Ministry of Finance and Budget, the Ministry of Industry and Small and Medium Enterprises, and the Ministry of Environment for employment opportunities and improvement of the business environment, contributing to the transition to a formal, low-carbon economy.
4. Support to the informal sector will be strengthened by building on lessons learned from previous projects, such as family scholarship support and the COVID-19 platform dedicated to vulnerable people in the productive sector. The focus will be on: (a) decentralized and quality technical support to strengthening/reorienting business plans; (b) access to land (especially for women); (c) resilient infrastructure in connection with agro-poles and value chains; (d) digital solutions through platforms promoting market access, financial, technological and green innovations; and (e) informal and formal sectors benefiting from the African Continental Free Trade Area with market access, branding and storage facilities. Working conditions, access to health and social protection will be systematically promoted for entrepreneurs and their families to ensure sustainability.
5. Based on the partnership with the International Organization for Migration (IOM), a plan to mobilize the diaspora will be launched in support of government objectives, particularly: (a) mobilizing the skills of Senegalese in the diaspora for local development; (b) encouraging investments in Senegal by Senegalese abroad, particularly in their locality of origin; (c) supporting the reintegration of Senegalese who have returned to their country or wish to return.
6. UNDP will work with the Government on natural resource management to ensure inclusive, sustainable and equitable use and share of oil and gas revenues. UNDP will support Senegal in creating sustainable management practices to benefit the economy and the people. Support will include efforts to ensure transparent revenue-sharing mechanisms to promote inclusive growth, build capacity for regulatory bodies to ensure environmental sustainability, and promote local economic development opportunities. By focusing on responsible and sustainable management practices, UNDP will assist Senegal in maximizing the benefits of its natural resources while avoiding negative environmental and social impacts.
7. UNDP will focus on the economy-environment-climate change nexus to address the priority areas of environmental protection, climate resilience and natural resource management of the ‘Green PSE’ for equitable, sustainable, inclusive and transformative economic growth, with the objective of promoting access to affordable renewable energy and sustainable, nature-based solutions for climate-resilient low-carbon development. A human rights-based approach will be implemented in collaboration with stakeholders, integrating economic, social and environmental dimensions. Governance will be assessed according to this approach, which will consider the realization of economic, social and environmental rights. A gender and disability dimension will be integrated into the design, implementation and monitoring of policies, as women and people with disabilities are often those most affected by the adverse effects of climate change, environmental degradation and crises related to food insecurity, loss of livelihoods and increased domestic violence. The programme will help put the country on a sustainable development trajectory, while meeting its emissions reduction targets.
8. UNDP will collaborate with the Government and other key actors to achieve national climate and environmental goals in the energy, agriculture, forestry and waste management sectors. This will benefit rural and urban youth and women in the regions most affected by climate change (the western and southern parts of the country). UNDP will strengthen its collaboration with the private sector to enhance clean and diversified production, as well as to develop financing mechanisms that enable industry and society to contribute to a national climate response that reduces the impact on landscapes and ecosystems. UNDP will work with FAO, the United Nations Convention to Combat Desertification, and partner organizations such as the Great Green Wall, to maximize the positive impacts of this intervention. United Nations entities will work together to strengthen synergies and optimize the results of their respective interventions in sustainable development, poverty reduction and environmental protection.
9. To improve early warning systems, risk preparedness and community resilience, UNDP will work with FAO, the United Nations Convention to Combat Desertification, and other partner organizations in the regional disaster risk management framework, pursuant to the Sendai Framework for Disaster Risk Reduction, 2015-2030, and the Sahel Offer. UNDP will share knowledge on climate change and adaptation options in key sectors such as transport, health, agriculture, fisheries and coastal areas. This will better inform and prepare communities to enhance their adaptive capacity to the effects of climate change.

## III. Programme and risk management

1. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes are prescribed in the [Programme and Operations Policies and Procedures](about:blank) and the [internal control framework](about:blank).
2. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to enable response to force majeure. The Harmonized Approach to Cash Transfers will be used in a coordinated fashion with other United Nations organizations to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.
3. To promote the principle of ‘delivering as one’ and the impact of results, UNDP will implement joint programmes through the United Nations results groups and working groups, in which it leads on governance and environment and plays an important role in inclusive transformational growth. UNDP will forge new partnerships and adopt innovative approaches to programme management through the AccLab and by using artificial intelligence.
4. The 2024 election year presents opportunities and risks for Senegal. While it provides a chance for the people to elect leaders who can help achieve their aspirations, the focus on election campaigns may cause delays in implementing programmes. The UNDP programme might have to adjust to the vision of any incoming administration. UNDP will capitalize on its partnership with Eutou Platform, involving 50 women’s non-governmental organizations promoting peace and conflict prevention, to disseminate civil and peace messages and provide income-generating opportunities for women and youth. UNDP will implement an advocacy and communication plan. UNDP is collaborating with the National Agency for Statistics and Demography and the Operational Monitoring Office of ESP to improve gender-sensitive targeting using artificial intelligence to address the weak targeting of vulnerable populations by the Government. The potential impact of shocks, such as natural disasters, conflict, or economic downturns could lead to increased vulnerability and exclusion, particularly for marginalized groups. UNDP validated its gender strategy in 2023 and will leverage the recommended outputs to mainstream and advance gender in public and private institutions and the office environment. A risk in resource mobilization is that donors may use their own implementing agents instead of UNDP. UNDP will emphasize technical as well as financial collaboration, focus on impactful and results-oriented initiatives, and advocate with Government and partners to coordinate and harmonize interventions.
5. As part of the Sahel, there are opportunities to benefit young people and advance untapped resources such as solar energy, but there are also risks of land degradation and climate variability, as well as vulnerabilities to crime and armed conflict. Youth represent an opportunity as the backbone of development, and a threat if investments are not made to render them productive. This programme will build on the Sahel Offer and advisory programmes designed by the Great Green Wall to ensure an inclusive, economically, socially and environmentally responsible strategy.

## IV. Monitoring and evaluation

1. The UNDP monitoring and evaluation system will be harmonized with the monitoring and evaluation mechanisms and guidelines of the Cooperation Framework. The portfolio approach will be institutionalized, and an integrated planning exercise will be conducted annually to strengthen synergy and ensure coherence of interventions and continued alignment with national priorities.
2. At the programme level, mid-year and annual reviews informed by data from indicators (country programme and integrated results and resources framework), results from projects and partners, data on risk monitoring, and development context analysis, will be conducted. The programme theory of change will be tested annually and updated if needed. The monitoring (quarterly projects steering committees, midterm and annual programme reviews and joint site visits) will assist in keeping the programme on the right track and address daily implementation issues, while scheduled evaluations will inform decision-making to reorient and readapt the programme, draw from lessons learned, and strengthen capacity.
3. Since the availability of data remains a challenge, especially at the regional and local levels, UNDP will provide monitoring and evaluation capacity-building to its staff and partners. In collaboration with the Resident Coordinator’s Office, UNFPA, UN-Women, UNICEF, FAO, and partners such as the European Union, it will support capacity-building of the national statistical system, the National Agency for Statistics and Demography, and planning and monitoring ministries to generate reliable disaggregated data through surveys and censuses as well as innovative approaches such as artificial intelligence and big data to better inform on policy formulation and on the monitoring and evaluation of the implementation of the Sustainable Development Goals, particularly the integrated national financial framework.
4. Fifteen per cent of resources will be allocated to developing gender-sensitive projects. UNDP will ensure that the gender marker is integrated into all projects and used as a tool to allocate resources and provide support to gender and women's empowerment initiatives. The country office will ensure that all evaluations are gender sensitive.
5. UNDP will allocate at least 5 per cent of its programme budget to data collection, and to monitoring and evaluation of the programme.

**Annex. Results and resources framework for Senegal (2024-2028)**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **National priority or goal:** Structural transformation of the economy and growth – Sustainable Development Goals (SDGs) 1, 2, 3, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17 | | | | | | | | |
| **Cooperation framework outcome involving UNDP #1.** By 2028, production systems, including food systems, are organized in such a way as to preserve the environment, stimulate entrepreneurship, technological innovation and ensure decent employment for the population, especially the most vulnerable, including young people, women, the disabled and migrants, in rural and peri-urban areas. | | | | | | | | |
| **Related Strategic Plan outcome: 1. Structural transformation accelerated, particularly green, inclusive, and digital transitions** | | | | | | | | |
| **Cooperation framework outcome indicator(s), baseline(s), target(s)** | | | **Data source, frequency of data collection, responsibilities** | | **Indicative country programme outputs** | | **Major partners/ partnerships/**  **frameworks** | | **Estimated cost per outcome ($ thousands)** |
| 1.1. Proportion of informal employment in total employment, by (a) male; (b) female  Baseline (2019): a-89.2%, b-91,9%  Target: a-75%, b-77%  1.2. Proportion of forest cover in relation to the national territory (area)  Baseline (2020): 68.25%  Target: 73%  1.3. National plastic waste recycling rate  Baseline (2023): 15.6%  Target: 30%. | | | **Source:** General Census of Enterprises, National Agency for Statistics and Demography (ANSD)  **Frequency:** Quinquennial  **Responsible**: ANSD  **Source:** Forest Resources Assessments  **Frequency:** Quinquennial  **Responsible:** Ministry of the Environment, Sustainable Development and Ecological Transition (MEDDTE)  **Source:** National Waste Management Company (SONAGED), MEDDTE, ANSD reports  **Frequency:** annual  **Responsible:** SONAGED | | **Output 1.1. An enabling and inclusive environment for private entrepreneurship including diaspora members, in place to create decent, sustainable and green jobs, particularly for women, youth and marginalized groups**  **Indicator 1.1.1.** Number of decent, sustainable and green jobs created for (a) women, (b) youth and (c) marginalized groups (d) returning Senegalese  Baseline (2022): a-344; b-4,027; c-0; d-0  Target: a-1,344; b-12,927; c-100; d-200  Source: ANSD  Frequency: Annual  **Indicator 1.1.2.** Number of financing, production, transformation and marketing innovative initiatives for job creation that are operational  Baseline (2022): 0  Target: 5  Source: ANSD  Frequency: Annual  **Indicator 1.1.3.** Number of local development initiatives financed by Senegalese diaspora members  Baseline (2022): 0  Target: 220  Source: ANSD, IOM  Frequency: Annual  **Indicator 1.1.4.** (a) Existence and (b) operationalization  of a national strategy for the implementation of the African Continental Free Trade Area  Baseline (2022): a-Yes; -b-No  Target: a-Yes; b-Yes;  Source: MEPC  Frequency: Annual  **Output 1.2. Access to quality basic social services and social protection improved to support the productive capacities of the most vulnerable**  **Indicator 1.2.1.** Number of people accessing basic services (a) Female (b) Male (c) Youth (d) Migrant  Baseline (2022): a-980; b-0; c-640; d-0  Target: a-20,000; b-10,000; -c-25,000; d-1,000  Source: Ministry of Community Development, National Solidarity and Social and Territorial Equity  Frequency: Annual  **Indicator 1.2.2.** Number of individuals covered by a social protection scheme  Baseline (2020): 316,914  Target: 815,616  Source: Joint Annual Review, 2021  Frequency: Annual  **Indicator 1.2.3**. Number of health facilities equipped with renewable energy systems  Baseline (2022): 189  Target: 289  Source: National Agency for Renewable Energies  Frequency: Annual  **Indicator 1.2.4.** Number of households benefiting from clean, affordable and sustainable energy  Baseline (2022): 290  Target: 15,000  Source: Ministry of Energy  Frequency: Annual  **Output 1.3. Natural resources are protected and managed to improve environmental sustainability and livelihoods.**  **Indicator 1.3.1.** Number of municipalities with a mechanism to manage plastic waste  Baseline (2023): 0  Target: 5  Source: MEDDTE  Frequency: Annual  **Indicator 1.3.2.** Number of women and men directly benefiting from initiatives to protect nature and promote sustainable resource use  Baseline (2022): 1,873  Target: 41,873  Source: MEDDTE  Frequency: Annual  **Indicator 1.3.3.** Area of terrestrial and marine protected areas established or under improved management practices (hectares)  Baseline (2021): 159,000 (2.8% marine)  Target: 167,000 (5% marine).  Source: MEDDTE  Frequency: Annual  **Output 1.4. Climate change adaptation and disaster risk reduction measures implemented to reduce communities and ecosystems vulnerability.**  **Indicator 1.4.1.** Level of implementation of early-warning and preparedness measures to manage the impact of disasters and other shocks (0=Not in place, 1=Work started, 2=in progress, 3=nearly completed, 4=In place)  Baseline (2022): 2  Target: 4  Source: Ministry of the Interior  Frequency: Annual  **Indicator 1.4.2**. Number of national adaptation plan projects included in sectoral budgets  Baseline (2022): 1  Target: 10  Source: Ministry of Finance  Frequency: Annual  **Indicator 1.4.3. Extent to which the country has put in place policy measures to enable the improvement and/or implementation of nationally determined contributions under the Paris Agreement** (0=Not in place, 1=Work started, 2=in progress, 3=nearly completed, 4=In place)  Baseline (2022): 3  Target: 4  Source: MEDDTE  Frequency: Annual | | Ministry of Economy, Planning and Cooperation (MEPC)  Sectoral ministries  Agency for the Development and Guidance of Small and Medium-sized Enterprises (ADEPME)  General Delegation for Women and Youth Rapid Entrepreneurship (DERFJ)  National council for rural consultation and cooperation (CNCR)  Customs  United Nations development system, including  IOM, FAO, United Nations Convention to Combat Desertification  European Union  International Development Bank  African Development Bank  Private sector  Local authorities  Small and medium enterprises and industries  Women  Youth  Senegalese diaspora  Operational Monitoring Office, PSE | | **Regular: 6,145.28**  **Other: 67,900** |
| **National priority or goal: Governance, institutions, peace and security – SDGs 16, 5, 10, 11 and 17** | | | | | | | | |
| **Cooperation Framework outcome involving UNDP #2.** By 2028, inclusive and transparent public policies, enable people to be more resilient, and to access natural resources and public services in an equitable manner. | | | | | | | | |
| **Related Strategic Plan outcome: 2 – No-one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development** | | | | | | | | |
| **Cooperation Framework outcome indicator(s), baseline(s), target(s)** | **Data source, frequency of data collection, responsibilities** | | **Indicative country programme outputs** | | **Major partners/ partnerships/**  **Frameworks** | | **Estimated cost per outcome ($ thousands)** | |
| 2.1. Proportion of population satisfied with quality of services and political processes (elections)  Baseline (2023): N/A  Target: 65%  2.2. Proportion of the inmate population in trial proceedings  Baseline (2021): 45.59%  Target: 35%  2.3. Ibrahim Index of African Governance (IIAG)  Baseline (2022): 62,4%  Target: 65%  2.4. Corruption Perception Index  Baseline (2022): 43  Target: 30  2.5. Proportion of seats held by women in (a) National parliaments; (b) Local government  Baseline (2022): a-44.24%; b-3.16%  Target: a-50%; b-10%  2.6. Level of access to justice, measured by the Justice Index score  Baseline (2022): 35  Target: 50 | Source: Afrobarometer report  Frequency: Annual  Responsible: Afrobarometer  **Source:** RAC Justice  **Frequency:** Annual  **Responsible:** Ministry of Justice  **Source:** IIAG report  **Frequency:** Annual  **Responsible:** Mo Ibrahim foundation  **Source:** transparency.org/countries/senegal  **Frequency:** Annual **Responsible:** Transparency International  **Source:** Election report  **Frequency:** Annual  **Responsible:** General Direction of Elections, Autonomous National Election Commission  **Source:** World Justice Project reports  **Frequency:** Annual  **Responsible:** Ministry of Justice | | **Output 2.1. Public institutions at central and local levels enabled to plan, mobilize resources, implement, monitor and evaluate integrated development policies to achieve the SDGs and African Union Agenda 2063**  **Indicator 2.1.1.** Number of flagship development projects from the national development plan that are structured, matured and funded  Baseline (2022): 17 (BOS 5; General Direction for Planning and Economic Policies – DGPPE 12)  Target: 32  Source: BOS/ESP  Frequency: Annual  **Indicator 2.1.2.** Amount (in USD) of (a) public and (b) private financing mobilized for the national development plan and the SDGs  Baseline (2022): a-4,000,000; b-1,000,000  Target: a-10,000,000; b-50,000,000  Source: MEPC  Frequency: Annual  **Indicator 2.1.3.** Existence of an operational strategy for graduation from the least developed country category  Baseline (2022): No  Target: Yes  Source: MEPC  Frequency: Once  **Indicator 2.1.4.** Number of local governments that have developed and implemented a development plan that includes a mechanism for monitoring and evaluation, resource mobilization and risk management  Baseline (2022): 15  Target: 45  Source: Regional Development Agency  Frequency: Annual  **Indicator 2.1.5.** Number of operational digitalized and online administrative procedures  Baseline (2022): 39  Target: 70  Source: SENUM S.A.  Frequency: Annual  **Output 2.2. Accountable and transparent national and local institutions strengthened to enable oversight of public action, including sustainable management of natural resources.**  **Indicator 2.2.1.** Percentage of implementation of anti-corruption action plans in the extractive sector  Baseline (2022): 0%  Target: 100%  Source: Deliberations of local authorities  Frequency: Annual  **Indicator 2.2.2.** Number of new texts and measures adopted to promote good governance and fight corruption in the governance of extractive resources.  Baseline (2022): 0  Target: 10  Source: National Strategy to fight corruption report  Frequency: annual  **Output 2.3. Women’s, youth and vulnerable populations’ leadership and participation advanced through implementing affirmative measures, strengthening institutions and civil society, and reducing structural barriers, in order to advance gender equality and youth empowerment (including through volunteerism)**  **Indicator 2.3.1.** Proportion of citizen engagement mechanisms in place at local level that include at least 30% women and youth  Baseline (2022): tbc  Target: 70%  Source: RDA  Frequency: Annual  **Indicator 2.3.2.** To what extent the country has measures in place to advance (a) women’s and (b) youth leadership and equal participation in decision-making in public institutions, elected positions, including parliaments, judiciary, private sector, natural resource management  Baseline (2022): a-1; b-0  Target: a-2; b-1  Source: Ministry of Women, Family and Gender  Frequency: Annual  **Indicator 2.3.3.** Number of young volunteers engaged in implementation and monitoring of development actions at local level  Baseline (2023): 12  Target: 50  Source: United Nations Volunteers coordination  Frequency: Annual  **Output 2.4. Capacities for conflict prevention and peacekeeping strengthened to improve social cohesion and sustain peace in border areas.**  **Indicator 2.4.1.** Number of national and community-based organizations with capacities for dialogue and consensus building; social cohesion; conflict prevention and sustaining peace  Baseline (2022): 50  Target: 100  Source: “Ettu-Jamm” Platform  Frequency: Annual | | MEPC  Sectoral ministries Société Sénégal Numérique (SENUM) S.A.**Emergency Programme to modernize border axes and territories (PUMA**) DGPPE  Non-governmental organizations  Bilateral partners, including: Belgium, Canada, France, Luxembourg  United Nations development system, including UNFPA,  UNICEF, OHCHR, UN-Women, UNESCO | | **Regular: 5,692.47**  **Other: 20,000** | |



1. Opportunities and Challenges for Senegal in Oil and Gas Production: Lessons Learned from Other New Producers. William Davis and David Mihal, May 2021 [↑](#footnote-ref-2)
2. Allocation of resources from the distribution of oil and gas revenues in Senegal, Operational Monitoring Office of the PSE, UNDP, 2022 [↑](#footnote-ref-3)