



1. CAS/CPS Data		
Country: Senegal		
CAS/CPS Year: FY13	CAS/CPS Period: FY13 - FY17	
CLR Period: FY13 - FY17	Date of this review: February 24, 2020	
2. Ratings		
	CLR Rating	IEG Rating
Development Outcome:	<i>Moderately Satisfactory</i>	<i>Moderately Unsatisfactory</i>
WBG Performance:	<i>Good</i>	<i>Good</i>
3. Executive Summary		
<p>i. This review of the World Bank Group's Completion and Learning Review (CLR) covers the Senegal Country Partnership Strategy (CPS) for the 5-year period FY13 through FY17. It is based on the original CPS, the Performance and Learning Review (PLR) dated April 28, 2015, and the CLR dated December 17, 2019.</p> <p>ii. Senegal is a lower middle-income country with a Gross National Income per capita of US\$1,410 in 2018. It has a population of 16.3 million (2019). Senegal was among the fastest growing economies in Africa over the 2013-2017 period, with real GDP growth averaging 5.8% per year compared with 2.4% annual growth in the 2008-2012 period, with lower growth being primarily the result of the economy contracting by 8.1% in 2011 as a result of a severe drought. Services and exports were its main drivers of growth, although all sectors contributed to growth over the CPS timeframe. In spite of the rapid growth, GNI per capita in US dollar terms was lower (US\$1280) in 2017 than in 2013 (US\$1360), because of a sharp depreciation of the CFA franc. Senegal's human development index stood at 0.505 in 2017 which puts it in the low human development category, standing at 164 out of 189 countries. Its Gini coefficient was 40.3 in 2011.¹</p> <p>iii. The CPS for FY13-FY17 supported the strategy of the Government based on three pillars: (i) an overarching or Foundation Pillar focused on strengthening the governance framework and building resilience, (ii) Pillar I focused on accelerating inclusive growth that would create employment, primarily through promoting private sector development, and (iii) Pillar II that focused on improving the delivery of government services particularly those relating to education, health, and social protection. These were in line with both World Bank Group and Senegal development objectives at inception, the former being to end extreme poverty and to promote shared prosperity and the latter being an accelerated growth path that will lead to higher, stable and shared growth over the medium to long term to address the development challenges associated with low incomes and opportunities, in particular the need to address employment creation and the high poverty rate, particularly in rural areas.</p> <p>iv. At the beginning of the CPS period, IBRD lending commitments were US\$625.5 million. The CPS envisaged new IDA lending of US\$1,139.5 million. Total commitments made during the</p>		

¹ No poverty data is available after 2011.

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CPS period amounted to \$1,466 million. The number of projects increased from 13 at the beginning of the CPS period to 18 at the end. Development policy lending amounted to US\$135 million. IFC commitments amounted to US\$96 million in 16 investments.

v. IEG rates the CPS development outcome as **Moderately Unsatisfactory**. Under the Foundation Pillar, which had four development objectives, good progress was achieved on drainage and flood prevention, limited progress was made on income generation opportunities in Casamance and public sector accountability, and there was no progress on sustainable land and water management. The overall rating for the Pillar is **Moderately Unsatisfactory**. Under Pillar I, which had seven development objectives, good progress was made on urban and inter-urban transportation, and electrification; some progress was made on agricultural productivity and marketing; limited progress was made on investment climate reform and the sustainable management of fisheries; and progress could not be verified on labor skills and improved access to finance for MSMEs. The rating for Pillar I is **Moderately Unsatisfactory**. Under Pillar II, which had four development objectives, good progress occurred with access to safety nets, and limited progress was made on health services delivery, education, and access to water and sanitation. The overall rating for Pillar II is **Moderately Unsatisfactory**. The overall rating is **Moderately Unsatisfactory**.

vi. IEG rates WBG performance under this CPS as **Good**. The development challenges were well defined and were aligned with the strategy of the government. Cooperation between the World Bank, IFC and MIGA were satisfactory, as were relationships with development partners. However, there were significant weaknesses in the results framework arising from too many objectives and poor design of many of the indicators.

vii. The CLR contains seven lessons. IEG identifies the most important as being: (i) Simple flexible project design with realistic timeframes are important for the effective implementation of reforms; (ii) Safeguard issues, particularly those related to resettlement, are an important component of effective project implementation and need to be a central part of implementation; and (iii) DPO design requires balance between realistic reforms and goals as well as focus on a small number of critical objectives, and should be combined with TA and ASA to ensure maximum impact.

viii. IEG adds the following additional lesson:

- Incorporating WBG research as well as findings from IEG evaluations is an essential component of effective project design. Aspects of project design in Senegal, particularly those related to the investment climate, revealed a lack of awareness that the World Bank's Doing Business indicators (DBIs) do not adequately reflect the overall quality of the business environment in practice and that microfinance primarily relates to social programs rather than to financial market development.

4. Strategic Focus

Relevance of the WBG Strategy:

1. **Congruence with Country Context and Country Program.** At the time the CPS was developed, the primary development challenges were to put the economy on a private sector-led growth trajectory to counteract the stagnation that the economy had experienced in 2011 when real GDP contracted by 8.1% as a result of a severe drought, and to improve productivity, human capital development, and governance and institutions. The public sector was large. According to the IMF, growth of the government wage bill had outstripped that of neighboring countries by a substantial margin over the 2003-2014 period without significant progress on reform, either in the public sector itself or more broadly in the economy. The IMF also identified low productivity of private and public investment and poor human capital as significant problems to be addressed. Governance in Senegal was weak, ranking between the 40th and 50th percentile on the World Bank Worldwide Governance



Indicators in 2012. The Systematic Country Diagnostic also identified that Senegal had a proliferation of government agencies with redundant and overlapping mandates, increasing corruption, and weak links between budget and sector priorities. The Food and Agricultural Organization also identified soil and water degradation in Senegal as a serious issue. The Congressional Research Service identified the long-running low-level separatist insurgence as having negatively impacted the local economy in the Casamance region. In response to these challenges, the Government of Senegal developed its National Strategy for Economic and Social Development (SNDES) after the 2012 election, which aimed to: (i) promote economic growth, (ii) increase human capital, and (iii) strengthen governance and security.

2. The World Bank Country Partnership Strategy (CPS) for FY13-FY17 supported the strategy of the Government based on three pillars: an overarching or foundation pillar strengthening the governance framework and building resilience against climate change, soil degradation and natural disasters. Two additional pillars consisted of: (i) accelerating inclusive growth that would create employment, primarily through promoting private sector development, and (ii) improving the delivery of government services particularly those relating to education, health, and social protection. Thus, the CPS addressed a relevant sub-set of the country's development challenges and were aligned with the SNDES. The CPS focused on areas that had been identified and prioritized in consultation between the Government and the World Bank Group as key constraints to development.

3. The Performance and Learning Review (PLR) found that key development priorities had not changed. The CPS remained aligned with the new government Plan Senegal Emergent, produced in 2014 for the 2014-2018 period, which was more comprehensive and specific than the plan produced in 2012 and delineated more clearly the role of the private sector in promoting Senegal's development. It also specified more specifically a monitoring framework. The PLR also found that implementation of the CPS had been satisfactory. A joint business plan was developed between IDA and the IFC during the preparation of the CPS and had strengthened the delivery of the reform program.

4. The PLR confirmed that the CPS remained aligned with Government and World Bank priorities over the course of the CPS period following the preparation by the Government in 2014 of the Plan Senegal Emergent. While the PLR did not make adjustments in the Objectives or Pillars, it added new initiatives under each pillar, some of which reflected the enhanced role of the private sector in the 2014 Plan Senegal Emergent. The Foundation Pillar aligned with the Plan's focus on governance through institution building and promoting regional security. Adjustments in the Foundation Pillar were: new TA for implementation of the Asset Declaration Law; increased focus on connectivity and agricultural productivity in the Casamance region with additional efforts to improve road infrastructure; and acceleration of the decentralization policy. The focus of Pillar I on inclusive growth and employment creation aligned with the Plan's goal of transforming the Senegal economy and supporting sustainable growth and employment creation through private sector development. Adjustments in Pillar I were: acceleration of reforms to improve the legal environment for business, particularly and deepening of the work with the in Commercial Courts to increase the number of decisions; the preparation of a Growth and Competitiveness Project to support the tourism sector; efforts to increase renewable energy capacity; improved urban mobility through investment in road infrastructure; a technical study on the institutional framework for rural electrification;; and a warehouse receipts scheme improve access to finance in the agricultural sector, and IFC TA and investment in mango juice production. The PLR added a result indicator on the e-subsidy scheme to trace agricultural inputs provided to farmers. Pillar II was in accordance with the Plan's goal of expanding access to social services and strengthening social protection and the PLR introduced the following adjustments: speeding up the implementation of universal health coverage through sub-contracting NGOs to create community-based health insurance schemes; developing a health information system to track Ebola and other epidemiological events; and a new project on social protection that would complement the conditional cash transfer and increase the government's capacity to assist vulnerable households during crises, among other aspects..



5. **Relevance of Design.** The mix of projects, investments, and ASA, which included measures to improve governance, increase the role of the private sector, improve infrastructure, enhance agricultural productivity and widen the social safety net seemed appropriate to achieve the CPS objectives and the country's development goals. The PLR recognized the need for improved capacity in the public sector, which was highly relevant for the successful implementation of the reform program. However, the size and diversity of the portfolio hampered implementation and the ability to assess its effectiveness, which was a serious weakness in design. This problem could have been attenuated by using more focused objectives and reducing and the large number (27) of indicators and increasing their relevance. The PLR did not make any such changes.

6. The CPS objectives were selected based on adequate diagnostics done through prior analytical work. ASA to improve governance and accountability in the public sector underpinned the design of the transparency objective under the Foundation Pillar. An investment climate assessment and support to the government's investment climate strategy, TA on improving access to finance by SMEs, studies on regional trade, and transport connectivity informed assisted with the identification of priorities and the choice of development objectives in the CPS, and informed its Pillar I. A review of urbanization and work on an urban development strategy informed the design of new urban projects under Pillar I. A public expenditure review which supported the design of the education focus under Pillar II.

7. To achieve the development objectives the World Bank used a combination of investment lending, development policy lending, and advisory services and analytics (ASA). Investment operations covered 10 Global Practices (GPs) and included three Development Policy Operations (DPOs). The ASA program, which supported the CPS objectives, consisted of 15 Economic and Sector Work products, involving 11 GPs and 15 non-lending TA products involving 12 GPs. The ASA supported 16 outcomes under the three pillars. The program contained a series of three DPOs directed at improving governance, including in the health sector, public financial management, the investment climate and increasing private sector engagement.

8. IFC projects also reflected the country priority of increasing private sector-led growth and the private sector's contribution to development (reflected in Pillar I of the CPS), as it sought to: (i) increase access to finance for SMEs and microenterprise through both investment and advisory services; (ii) support the private provision of infrastructure with a focus on power and transportation; (iii) support agribusiness; (iv) help the Government of Senegal improve its business environment; and engage with the government to strengthen the PPP framework. All of these objectives were supported either by IFC advisory work or by IFC investment projects. The portfolio was concentrated in the infrastructure sector including financing to two independent power producers (IPPs), investments in two banks and two microfinance operations, two agribusiness projects, and a hotel project. In advisory services, IFC supported capacity building to MSMEs and increased access to finance to MSMEs through its support to banks and microfinance clients.

Selectivity

9. Interventions under the CPS program were directed towards areas that would address the priorities of Senegal. Deficiencies in governance had been identified as a constraint to growth. Promoting sustainable growth through private sector development was a priority of the government and the WBG. Extending the social safety net in the area of health and education would alleviate poverty. However, with 15 objectives and 27 associated outcome indicators, the program lacked focus. The WBG program retained the pre-existing portfolio plus an additional sector – finance, competitiveness and innovation (there had been only a minor focus on private sector development issues in the previous CPS.) The foundational pillar of the program had four objectives. Pillar 1 had seven objectives; Pillar 2, had four objectives. The CPS contained a specific lending envelope for the first two years and an indicative lending envelope for the remaining years, since the amount that would be available under IDA17 was not known when the program was being developed.

10. Selectivity also arose through cooperation with other donors, including the EU, the African Development Bank, UNDP and USAID. Donors coalesced around a similar set of development and government priorities. There was strong donor coordination to ensure complementary and synergies in activities. Therefore, donor coordination contributed to selectivity of interventions within the pre-defined priority areas.

Alignment

11. The goals of the CPS, which supported the goals of the government of Senegal, namely poverty reduction, higher inclusive growth and economic recovery. They were aligned with the WBG corporate goals of reducing poverty and promoting shared prosperity and sustainable growth. Poor governance had been identified as a constraint to growth and was addressed under the Foundation pillar. Pillar I specifically aimed to increase growth and make it more sustainable, while Pillar II focused on improving service delivery that would benefit the poorer sections of the population. The CPS directly supported poverty reduction in its interventions related to direct cash transfers, improving electrification, and increasing access of poorer households to health services, areas that have been identified by World Bank research as leading directly to poverty alleviation.

5. Development Outcome

Overview of Achievement by Objective:

12. This assessment follows the IEG-WBG Shared Approach on Country Engagement and considers the degree to which CPS objectives (designated as outcomes in the CPS results matrix) were achieved.

Foundation Pillar: Strengthening Governance Framework and Building Resilience.

13. **Objective 1: Improved public sector accountability:** This objective was supported by the Governance and Growth Support Credits (development policy operations P128284, FY13; P126470, FY14; P150976, FY15) and several ASAs; the PFM Strengthening Technical Assistance (P122,476, FY11), PFM Strengthening TA (P146859, FY15); Strategy for Revenue Improvement for the City of Dakar (P149766, FY15) and the Support Transparency Code (P146122, FY16); Boosting Budget Execution and Procurement in WAEMU Countries” (P144348).

14. The Objective had four indicators:

- Delay in the publication of the Audit Court annual report reduced from 34 months in 2012 to 12 months by 2017. Although the production period for the report declined to 12 months by 2017, the report was not disclosed. *Not Achieved.*
- The percentage of holders of public office (Ministers) making asset declarations would increase from zero in 2012 to 100% in 2017; One hundred percent of holders of public office made declaration of assets as of 2016 (Office Against Fraud [OFNAC] Report, Table 7). *Achieved.*
- Time for the adoption and public disclosure of Budget Review Act (*lois de reglement*) after the end of fiscal year reduced from 18 months in 2012 to 6 months by 2017. The actual achievement was 12 months in December 2017 (February 2018 ISR of P122476). However, the CLR noted that there was a flaw in this indicator, because it was not only unrealistic but was not in accordance with PFM laws in Senegal. To comply with the PFM framework, the CPS target should have been 12 months. *Mostly Achieved.*
- All ministers and senior level Government officials declare their assets to OFNAC. One hundred percent of holders of public office made declaration of assets as of 2016 OFNAC Report, Table 7). *Achieved.* (This indicator overlaps with the second indicator and there appears to be no justification as why there should be two.)



15. As one indicator was used twice, there were effectively three indicators under this objective. One was Achieved and one was Mostly Achieved. An important instrument for revealing the state of government finances, the Audit Court annual report, was not achieved. Further, even though the financial positions of Ministers and the budget are more transparent, the results do not demonstrate that public sector accountability has substantially increased. **IEG rates Objective 1 as Partially Achieved.**

16. **Objective 2: Sustainable land and water management:** The operation supporting this objective was the FY14 Sustainable and Inclusive Agribusiness Development Project (P124018) and the ASA Economic Analysis of Coastal Adaption to Climate Change (P120367, FY14). This objective had one indicator:

- Additional area with SLWM practice in targeted areas of intervention: 7000ha by 2017 (baseline: 0 in 2013). This was defined as the adoption of land use practices "that maximize economic and social benefits of land while maintaining or enhancing the land's ecological support functions". It is difficult to identify exactly what this means and how success is defined. Against a target of 7,000 ha, the actual outcome was 0 ha utilizing these practices as of November 2017. During project implementation, problems were identified including land tenure security, and the project was restructured. The target was *Not Achieved*.

17. Based on these outcomes, the poor quality of the results indicator and lack of additional information, there is no evidence that sustainable land and water management were expanded. Therefore, the **Objective 2 was Not Achieved**.

18. **Objective 3: Improved drainage and flood prevention in selected urban areas.** The operation supporting this objective was the FY12 Stormwater Management and Climate Change Adaption Project (P122841). ASA/TA Economic Analysis of Coastal Adaption to Climate Change (P120367, FY14) also supported this objective. The objective had one indicator:

- Additional area protected against recurrent flooding in Dakar by 2017: 460 ha (baseline 0 ha in 2012): Under this objective, drainage infrastructure was installed, and drainage channels cleared with the result that there was a substantial expansion in areas that were protected against recurrent flooding. The CPS target was 460 ha, and the actual amount protected was 571 ha by end 2017. This meant that over 137,000 people benefited from the project by 2017, against the targeted number of beneficiaries of 132,000 people. *Achieved*.

19. Thus, **Objective 3 was Achieved**.

20. **Objective 4: Reduced vulnerability of the population and improved infrastructure in the Casamance:** The objective was supported by the Agricultural Markets and Agribusiness Development Project (P083609, FY06) and the Casamance Development Pole Project (P125506, FY14). The World Bank worked with USAID, the African Development Bank, French Cooperation Dutch Cooperation and UNDP on this objective by coordinating through a budget support group that met on a regular basis to ensure close cooperation. The objective had one indicator:

- Additional people provided with income generation opportunities in Casamance reaching 200,000 by 2017 (baseline 0 in mid-2013): The CLR reports that 324,927 additional people were provided with income generation opportunities in Casamance by 2017 (compared with a baseline 0 in mid-2013 and a target of 200,000 by 2017). The information was obtained from the P125506 Project Implementation Unit. However, this figure includes indirect beneficiaries calculated using an average number of 8 people living in rural households. IEG can verify that there were 38,631 direct beneficiaries of P125506 receiving access to income generation opportunities (Source: official letter from P125506 PIU). *Partially Achieved*.



21. There is no evidence linking income generating opportunities with reduced vulnerability, which the indicator targets. The only data available on infrastructure improvements is a CPS milestone that 150 kms of road would be rehabilitated. The actual number achieved was 194 kilometers of road being rehabilitated. The associated project assisted individuals with a range of income generation opportunities (rice, horticulture, oysters, mangoes, and others), but the number of people reached was well below the target. Thus, **Objective 4 was Partially Achieved**.

22. Objective one was partially achieved, objective two was not achieved, objective three was achieved, and objective four was partially achieved. The most notable achievement related to improved drainage and flood prevention in Dakar, where 571 ha were protected from recurrent flooding, exceeding the target by 24 per cent. Over 137,000 people were accorded protection against flooding. Additional achievements were reduced time for the Budget Review Act being published, more transparent financial disclosure on the part of ministers and senior government officials, and limited progress in creating income generating opportunities in Casamance. The achievement of the foundation pillar is rated as **Moderately Unsatisfactory**.

Pillar I: Accelerating Growth and Employment:

23. **Objective 5: Improved investment climate for the private sector:** This objective was supported by the Economic Governance Project (P113801, FY10), the Investment Climate Assessment (P151885, FY17), Labor Markets and Exports Study (P133268, FY17); Governance and Growth Support Credits (P128284, FY13; P126470, FY14; P150976, FY15); the Common External Tariff (CET), Economic Partnership Agreement (EPA) There was also the ASA ICT for Transformation Senegal (P131221, FY15). IFC also supported investment climate reform, through a regional advisory services project. There were two indicators for this objective:

- Increase in the number of decisions taken per year at the “Tribunal Régional Hors Classe de Dakar on Commercial Case”. The target value was 1020 cases compared with a baseline of 947 in 2012. The actual achievement was 1397 cases. *Achieved*.
- Reduced number of days required to obtain a construction permit: The CPS aimed to reduce this from 210 days in 2012 to 170 days by 2017. The actual achievement (derived from the Doing Business Report for 2018) was 177 days in 2017. *Mostly Achieved*.



24. WBG assistance centered around improving efficiency of the court in hearing commercial cases, which had been identified as an issue that hindered investment; and reducing the number of days to obtain a construction permit, although it did not specify exactly why this was a priority. The CLR reported that investment climate support from the WBG was provided through an Economic Governance Project (P113281) approved under the previous CPS, which was restructured in FY14 to make the PDO and targets more feasible, with an extension of the closing date to FY16. This related primarily to improving the functioning of the commercial court system and strengthening the demand side of economic governance through improving the institutions that deal with money laundering and corruption (rated Moderately Satisfactory by IEG's ICRR 0020711). However, the CLR states that the impact of the advisory service project on company law and insolvency law was "unclear". The Economic Governance Project supported the drafting of a mediation law, but the ICRR (p. 10) states "[t]here were no data to judge the output target to reduce the average time to enforce contracts through mediation". A regional ASA initiative by the IFC supported a program to address deficiencies in the OHADA, which is a system of corporate law and implementing institutions adopted by seventeen West and Central African countries. As part of the initiative, ASA was provided to Senegal to reduce minimum capital requirements for starting a business, and the initiative worked on OHADA's regional Company Law, Insolvency Law, Secured Transaction Law, and Commercial Law. IEG's Evaluative Note (2013) rated the OHADA Initiative to be Mostly Unsuccessful, primarily because laws that project worked on had not yet been adopted, although there is not specific rating for Senegal. The World Bank supported governance and growth through a three DPL series (P128284, 126470, 150976) to support economic governance, improving public sector efficiency and effectiveness and promoting growth through private sector development. IEG (ICRR 0020883) rated the outcome of the series as Moderately Unsatisfactory on the grounds that the design was weak, public sector performance was mixed and that the agricultural sector did not produce desired results. However, efforts to improve the finances of the electricity sector were successful.

25. Examining Senegal's business environment more broadly, the 2018 Doing Business report ranks Senegal 140th out of 190 countries on the ease of doing business. It ranked 166th out of 185 countries in the 2013 Doing Business report. Its overall Distance to Frontier score improved slightly, from 49.37 in 2014 to 53.06 in 2017 (i.e., a 3.7 percentage point increase). Senegal was listed as within the top 10 reformers on Doing Business 2015 (measuring 2014) and Doing Business 2016 (measuring 2015). Doing Business 2016 refers to Senegal having made enforcing contracts easier by introducing a law that regulates judicial and conventional voluntary mediation. Doing Business 2016 also found that Senegal was among the OHADA members to reduce the minimum capital requirement for starting a business. The AS Completion Report indicates that WBG work through the OHADA Initiative impacted this outcome. Project documents indicate that the OHADA Initiative may have had an impact in Senegal's improvement on the Doing Business Getting Credit indicator through its work on secured transactions, and on the Resolving Insolvency indicator, although IEG could not fully validate the links between the project's work and Senegal's Doing Business scores.

26. The reforms as reflected in the indicators chosen to measure achievement of this objective are unconvincing in demonstrating significant improvement in the investment climate. The objective did not address the issues raised in the 2014-2015 enterprise survey, which revealed that tax rates and tax administration were viewed as the primary constraints by the firms interviewed. Although there is some indication that work on regional laws improved Senegal's investment climate as measured by Doing Business, Doing Business primarily measures laws on the books and not the quality of their implementation. Because of the doubtful validity of the focus on court decisions and associated indicators and the absence of strong evidence of additional improvement in the investment climate in practice, **IEG rates the improvement in the investment climate objective as Partially Achieved.**

27. **Objective 6: Improved access to finance for micro, small and medium enterprises:** This objective was supported by IFC advisory support to the microfinance institutions MC Senegal and FMS. There were two indicators for this Objective:



- Increased number of MSMEs getting credit to reach at least 30,000 by 2017, although there was no information on the baseline. In total, the number of outstanding loans made by IFC clients Fides Senegal and MC Senegal increased by 38,177 during the CPS period. However, this not represent explicitly an increase in the number of MSMEs getting credit given that increased volumes could be going to repeat borrowers and/or households. *Not Verified*.
- Growth and job creation in tourism. The Bank dropped the associated Growth and Export Development Project that had been scheduled for FY16. This was folded into an FY17 Tourism and Enterprise Development Project with no associated indicators. *Not Achieved*.

28. The IEG review did not find evidence as to whether access to finance for micro, small and medium enterprises increased through WBG interventions. **IEG therefore rates this objective as Not Verified.**

29. **Objective 7: Increased agricultural productivity and marketing:** This was supported by the West Africa Agricultural Productivity Program-2A (P129565, FY12); and the Markets and Agribusiness Development Project (P083609, FY06); There were 4 indicators for this objective:

- Average yield of main cereals increased from 1.5 tons/ha in 2012 to 3 tons/ha in 2017 for Millet and Sorghum, and from 2 ton/ha to 4 tons/ha for Maize. According to the Fonds National de Recherches Agricoles et Agro-Alimentaires, in 2017 the average yields of main cereals in two regions rose to 1.14 and 2.5 tons/ha for Millet; 1.5 and 2 tons/ha for Sorghum and 2.5 and 5.2 tons/ha for Maize. However, IEG could not validate information on maize productivity. *Partially Achieved*.
- Horticultural (fruits & vegetable) exports increased from 24,000 tons in 2012 to 40,000 tons by 2017: The ICRR of the Markets and Agribusiness Development Project reports that national horticultural exports at project closing reached 85,000 tons of which 25,530 tons (30%) was directly attributable to the project. *Achieved*.
- Number of beneficiaries of improved technologies of which 40% female; Target 700,000 producers registered in 2017 compared with 80,000 in 2013. The December 2017 ISR of P129565 reports that 913,300 (41% female) were beneficiaries of the project's objective to scale-up use of technologies that were generated in other countries. As of November 2017. *Achieved*.
- An e-subsidy platform designed and used for transparency and efficiency in the distribution of agricultural inputs. Target 1 million registered users in 2017 compared with a baseline of 20,000 in 2012. The project appraisal document of the Additional Financing for P158265 reports that as of 2016, 800,000 farmers have been enrolled in the e-voucher platform. *Mostly Achieved*.

30. The World Bank Group provided extensive assistance under this objective. Initially, it was channeled through the ongoing Agricultural Markets and Agribusiness Development Project (P083609), a follow on FY14 Sustainable and Inclusive Agribusiness Development Project (P124018), and through the second phase of the West Africa Agricultural Productivity Program (WAAPP-2). This contributed to increased output of nontraditional agricultural exports, improved domestic value chains, assisted with the rehabilitation of rice fields and with improvements in animal production. IFC supplied technical expertise to develop the legal and regulatory framework and facilitate a public-private dialogue on warehouse financing. IFC also invested in the leading beverage company in Senegal. With one indicator partially achieved, two indicators achieved, and one indicator mostly achieved, **IEG considers this objective to have been Mostly Achieved.**

31. **Objective 8: Improved sustainable management of fishery resources:** The objective was supported by the West Africa Regional Fisheries Program (P106063, FY10). There was one indicator for this objective.



- % of registered small-scale fishing vessels originating from within the coastal region allocated with secure rights in the form of long-term and transferable permits. The target was 70% in 2017 compared with a baseline of 0 in 2012. The IEG ICRR of P106063 reports that 55% of registered small-scale fishing vessels were allocated and enforced with current general permits as of September 2016. This indicator was *Partially Achieved* on the grounds that long term transferable rights were not allocated.

32. The CPS had identified overfishing as a constraint to improving the sustainable management of fishery resources. In order to improve the sustainability of the sector, the CPS anchored achieving this objective in the West Africa Regional Fisheries Program in order to reduce illegal fishing, improve fisheries management in Senegal, and increase value-added in the fisheries sector. As part of this program, the government of Senegal allocated legal fishing rights to eight coastal communities with the goal of making these rights long-term and transferable. During project implementation, project authorities changed the target to enforcing current general fishing permits since there were concerns that transferable fishing rights could reduce employment in the sector. The CLR notes that the percentage of small registered fishing vessels originating within Senegal's coastal region rose to 55% in 2017, short of the original (and changed) target. In the basis that rights were not long term and transferable, IEG considers this objective to have been **Partially Achieved**.

33. **Objective 9a: Improved access to affordable electricity.** This objective was supported by the Electricity Sector Support Project (P125565, FY13) and its additional financing (P158655, FY17) and the Taiba Ndiaye Independent Power Producer Project (P143605, FY14). It was also supported by the IFC financing of the GTI2 Independent Power Producer Project (FY16). The objective had one indicator:

- Cost of power generation reduced from CFCA 88/kWh in 2011 to CFCA 75/kWh by 2017. According Société Nationale d'Électricité (SENELEC), the variable cost of production in 2017 was FCFA 55.05 per kilowatt hour (2017 Annual Report). *Achieved*

34. Under this objective WBG assisted with the financing and installation of 200MW of additional power generation that was equivalent to about one quarter of Senegal's total capacity. Most of the increase in generation capacity was financed by the IFC through the Tobene power plant (115MW) and the Cap des Biches power plant (83MW).

35. Scaling Solar is a joint World Bank-IFC-MIGA 'one-stop shop' program for governments to rapidly mobilize privately funded grid connected solar projects at competitive tariffs to help address the large unmet electricity demand in Sub-Saharan Africa. Through this program in Senegal, WBG provided assistance that aimed to better position the country to attract private investment in solar electricity generation, in order to gradually reduce the country's reliance on imported heavy fuel oil. Specifically, WBG provided technical advice for project selection, tender management, helping prepare bankable project documents, and offered financing with competitive terms and risk management products. IFC projects 599601, 600776 and 600925 supported Scaling Solar and helped to strengthen public-private partnerships in this sector. This is an example of cooperation between the World Bank, the IFC and MIGA that enhanced the effectiveness of the project. IEG rates Objective 9a as Achieved.

36. **Objective 9b. Improved access to electricity in rural areas:** The objective was supported by the Electricity Sector Support Project (P125565, FY13) and its additional financing (P158655, FY17). The objective had one indicator:

- Additional people with access to electricity in selected areas of intervention reached 250,000 by 2017. Target 250,000 by 2017 compared with a baseline of 170,000 in 2012. The January 2018 ISR of P125564, the Electricity Sector Support Project, reported that 318,593 households were provided access to electricity by September 2017 as a result of the project. *Achieved*.



37. This objective was a continuation of ongoing rural electrification support that the WBG had been providing for many years. In this area it also collaborated with other donors. The CLR reports that over the period of the CPS the government of Senegal also implemented a number of different rural electrification programs. These included including small-scale concessionaires although the number of households supported was relatively small, with the World Bank intervention being responsible for the largest number of those benefitting. IEG rates Objective 9b as achieved, and **Objective nine overall as Achieved.**

38. **Objective 10: Improved mobility in targeted urban and inter-urban areas.** The objective was supported by the Dakar Diamniadio Toll Highway (P087304, FY09) the Transport & Urban Mobility (P101415, FY10) and its additional financing (P153078, FY16), and the ASA Senegal Spatial Development (P124695, FY15). IFC project SENAC (29008) also supported the objective through the financing of the Dakar-Diamniadio toll road. This objective had one indicator:

- Transport time reduced on selected routes: (i) Grandes Niayes Area from 3.5 hrs in 2012 to 2.5 hrs by 2017 and (ii) Between Dakar and Diamniadio from 1.5 hrs in 2012 to ½ hr by 2017. The November 2017 ISR of P101415 reports that the transport time on selected routes inside the Grande Niayes area was 153 minutes (2 hours, 33 minutes) as of May 2015. The October ISR of P067304 reports that the travel time between Dakar and Diamniadio was 25 minutes as of September 2017. No new updates on travel time are available within the CPS period. The project's original closing year was in 2015. *Achieved.*

39. This objective aimed to reduce transportation times in selected urban and inter-urban areas. It was based on the realization that as a result of population growth, poorly maintained infrastructure, inadequate carrying capacity and aging transport vehicles that had been poorly maintained, transit times had increased substantially. The problem was to be dealt with by the construction of a toll road utilizing a PPP modality, the rehabilitation of urban and inter-urban roads in the Greater Dakar Area, and an increase in the minibus fleet serving passengers in the area. IFC helped structure and raised financing for the toll road project from Dakar to Diamniadio. IFC investments and MIGA guarantees were also utilized to promote private-sector investments in the Dakar-Diamniadio Toll Road project, which was the WBG's first greenfield urban road infrastructure financed by a Public Private Partnership (PPP) in West Africa. In May 2017 the World Bank approved the Dakar Bus Rapid Transit Pilot Project which will finance a dedicated bus rapid transit line connecting Dakar and Guediawaye. **IEG rates Objective 10 as Achieved.**

40. **Objective 11: Improved skills of the labor force.** This objective was supported by the Tertiary Education Governance and Financing for Results (P123673, FY11). It had one indicator:

- Enrollment in professional and technical training increased from 17% in 2012 to 30% by 2017 (at least 40% female). The CLR reports that although 54,318 students were reported to have enrolled in professional and technical education, the indicator remains at 17% due to the increase in enrollment in all secondary education. IEG could not validate this information. The June 2018 ISR of P123673 reports that 538 students enrolled in the Tertiary Education Vocational Institute of Thies (ISEP) as of October 2017. *Not Verified.*

41. The CPS identified a lack of skills in Senegal's workforce as a constraint to sustainable growth. In particular, it singled out the need for technical and vocational training among younger people in the workforce. Enrollment is an input, however. The indicators do not measure of the effectiveness of education or skills programs in terms of whether the employability of graduates of these programs had increased. Alternative measures could have included the number of graduates employed, their wages compared with non-graduates, and some reflection of the satisfaction of employers with graduates of the program. **IEG rates objective 11 Not Verified.**

42. With two objectives not verified, two objectives partially achieved, one objective mostly achieved, and two objectives achieved, **IEG rates the overall achievement of this pillar as Moderately Unsatisfactory.**



Pillar II: Improving Service Delivery

43. **Objective 12: Enhanced equity and quality of education:** This objective was supported by the Tertiary Education Governance and Financing for Results (P123673, FY11); the ASA Education Sector Public Expenditure Review (P143517, FY15); the Quality and Equity of Basic Education (P133333, FY13). The objective had two indicators:

- Promotion rate at grade one for selected universities increased from 50% in 2012 to 70 % by 2017 (at least 50% female); at the PLR stage, an explicit female share was added. IEG could not validate the promotion rate. The June 2018 ISR of P123673 reports that the promotion rate at grade one for the following universities as of October 2017:
 - UCAD: 42.22%
 - UGB: 77%
 - Babey: 64%
 - Thies: 86.4%
 - Ziguinchor: 78.61%

The promotion rates for three of the five universities was above the 70% threshold. However, since there are no data on female promotion rates, this indicator was *Not Verified*.

- Percent grade 2 students passing standardized learning test in math and reading increased from 54% in 2012 to 65% by 2017 (at least 50% female); at the PLR stage, an explicit female share was added. The December 2017 ISR of P133333 reports that the percent of grade 2 students passing standardized learning test was 59.73% for reading and 59.21% for math as of November 2017. No disaggregated gender information was available. The percent passing was partially achieved; however, lacking data on the female share means that this indicator was *Not Verified*.

44. This objective was addressed by a project to address the quality of educational instruction itself. No indicators or available data measured equity. Because the targets were mostly reached, but no gender disaggregated data were available, **IEG considers the objective to have been Partially Achieved.**

45. **Objective 13: Improved health delivery services:** This objective was supported by the Senegal Health & Nutrition Financing (P129472, FY14), by the Senegal Health & Nutrition Financing (P129472, FY14) and by the Nutrition Enhancement Program II (P097181, FY07) and its additional financing (P129398, FY12). IFC worked on scaling up private sector participation in health in Senegal through its Health in Africa initiative (600052), although this did not contribute specifically to the indicators below. The objective had three indicators:

- Deliveries attended by skilled birth providers increased from 65% in 2012 to 75% in 2017. The September 2018 ISR of P129472 reports that 155,397 births were attended by skilled health personnel as of December 2017. However, the project does not monitor the share of these deliveries as a percentage of the total. World Development Indicators show that 68.4% of births were attended by skilled health staff in 2017. *Partially Achieved.*
- Children 0-11 months with complete immunization increased from 63% in 2012 to 79% by 2017. IEG has verified that in 2017, 68.7% of children ages 12-23 months received all of the basic vaccines at the appropriate age before 12 months of age. This represents an increase of 5.7 percentage points, while the target was an increase of 16 percentage points. IEG notes that in 2017, the share of children receiving all vaccines suitable for the age group before to 12 months of age was only 32.4%, and that this measurement was not in use at the time the CPS was developed. Based on the data available in 2102, it appears that at design, the CPS was defining “complete immunization” as what is now considered to be “basic immunization”. *Mostly Achieved.*



- Number of children receiving a minimum of micronutrients sachets in targeted areas increased to 1 million by 2017. The actual number of children that received micronutrient sachets in the 2015-2017 period was 115,684 (Projet Financement Sante Nutrition, Report Annuel des Activites, 2018). *Not Achieved*

46. The CPS continued WBG long-standing support for improving health services in Senegal. Assistance was provided on both the demand-side and the supply-side for healthcare. It was primarily anchored in the Health and Nutrition Financing Project (FY 13) which focused on improving the utilization, quality, neonatal, nutritional, and child health components of healthcare provision particularly in regions where these services had not been fully available. It also introduced results-based financing as well as measures to increase healthcare accessibility, including a Universal Health Insurance Scheme, a national program that would increase demand for nutrition as well as vouchers for maternal health services. This allowed an increase under results-based financing of health facilities from zero in 2013 to 371 by 2018. One indicator was mostly achieved, one was partially achieved, and one was not achieved. Any future work on immunization should update the definition of “complete immunization” to reflect “all vaccines suitable for the age group”, a measure that is now available. **IEG considers this objective to have been Partially Achieved.**

47. **Objective 14: Improved access to safety nets:** This objective was supported by the Senegal Safety Net operation (P133597, FY14) and the ASA Senegal SP - Safety Net Assessment (P123929, FY14). This objective had one indicator:

- Number of household beneficiaries of targeted cash transfers increased from 0 in 2012 to 20,000 by 2017 (at least 75% female). The June 2018 ISR of P133597 reports that 218,194 households were beneficiaries of the cash transfer program as of December 2017, of which only 63% of the beneficiaries were female. Although the proportion of female beneficiaries was below the target, the very large increase in the number of beneficiaries implies that the number of females benefitting vastly exceeds the implicit 15,000-target number. IEG considers this indicator to have been *Achieved*.

48. The project established a Unique National Registry of vulnerable households to serve several social programs. The Social Safety Net project included expanding and strengthening the National Cash Transfer program which commenced in 2013, and which was expanded using the National Registry. As of 2017, 442,000 households constituting approximately 30% of Senegal's population were incorporated into the Unique National Registry database. This allowed the number of households that received targeted cash transfers to increase from zero in 2012 to 218,194 by the end of 2017. **IEG considers the objective to have been Achieved.**

49. **Objective 15: Increased access to water and sanitation services in selected rural and urban areas.** Operations supporting this objective were: The Water and Sanitation Millennium project (P109986, FY10); Senegal Urban Water Supply and Sanitation project (P150351, FY15) and the ASA Senegal Domestic Private Sector in W & S (P131999, FY15). This objective had two indicators:

- Additional people with access to piped water in selected areas of intervention: 320,000 people in rural areas and 690,000 people in urban areas by 2017. (No baseline was provided). The ICRR of P109986 reports that 172,375 people in rural areas and 206,160 people in urban areas were provided with improved water sources as of June 2015. The December 2017 ISR of P150351 reports that 179,000 people in urban areas have gained access to improved water services (piped) as of September 2017. While the CLR also reports that with the intervention of other donors, 364,000 people in rural areas and 944,000 people in urban areas benefited in total, IEG could also not validate the figures on other donor-related interventions. Thus, IEG can validate that in total 172,375 people in rural areas and 385,160 people in urban areas were provided improved access to water (piped) during the CPS period. IEG considers this indicator to have been *Partially Achieved*.



- Additional people with access to sanitation services in selected areas of intervention: 275,000 people in rural areas and 690,000 people in urban areas by 2017. The IEG ICRR P109986 reports that 188,110 people in rural areas and 84,450 people in urban areas were provided improved sanitation facilities as of June 2015. The December 2017 ISR of P150351 reports that 2,150 people in urban areas were provided improved sanitation facilities as of September 2017. In total, 118,110 people in rural areas and 86,600 people in urban areas benefitted from improved sanitation services. *Partially Achieved.*

50. The goal of this objective was to improve the number of people with access to piped water in rural and urban areas as well as to increase the number of people with access to sanitation services in both rural and urban areas. However, the ICR points out that the CPS indicators were designed to measure the impact of a number of government, donor, and WBG programs under a broader Water and Sanitation Millennium Program many aspects over which the WBG had only limited control or involvement. As a result, the achievements under the Urban Water and Sanitation project were not fully represented and could not be validated even though individual IDA interventions exceeded their targets. **As a result, IEG considers the objective to have been Partially Achieved.**

51. One objective was achieved and three were partially achieved. An important attainment was the establishment of a Unique National Registry, which allowed led to about 15% of Senegal's households to receive targeted cash transfers. IEG rates this pillar as **Moderately Unsatisfactory.**

Overall Assessment and Rating

52. IEG rates the CPS development outcome as **Moderately Unsatisfactory.** Under the Foundation Pillar, progress on drainage and flood prevention was strong, as was that on asset disclosure by ministers and senior civil servants. The time for the adoption of the Budget Review Act fell short of the target but was consistent with national law. There was no progress on sustainable land and water management, with the overall rating for the Pillar as Moderately Unsatisfactory. Under Pillar I, limited progress was made on investment climate reform and the sustainable management of fisheries; good progress was made on agricultural productivity and marketing, urban and inter-urban transportation, and electrification; and progress was not verified on labor skills and improved access to finance for MSMEs. This pillar is rated Moderately Unsatisfactory. Under Pillar II, limited progress was made on health services delivery and access to water and sanitation. There was some progress on education, but gender-disaggregated data could not be verified. Good progress occurred with access to safety nets. With three pillars rated moderately unsatisfactory, the overall rating is Moderately Unsatisfactory. A drawback was the excessive number of development objectives (15, with one split into 2) and the 28 CPS indicators, and the fact that some of the indicators did not relate directly to the objectives.

Objectives	CLR Rating	IEG Rating
Foundation Pillar – Strengthening Governance Framework and Building Resilience	Moderately Satisfactory	Moderately Unsatisfactory
Objective 1: Improved public sector accountability	Partially Achieved	Partially Achieved
Objective 2: Sustainable land and water management	Not Achieved	Not Achieved
Objective 3: Improved drainage and flood prevention in selected urban areas:	Achieved	Achieved
Objective 4: Reduced vulnerability of population and improved infrastructure in Casamance	Achieved	Partially Achieved
Pillar I – Accelerating Growth and Employment	Moderately Satisfactory	Moderately Unsatisfactory
Outcome 5: Improved investment climate for private sector	Achieved	Partially Achieved



Outcome 6: Improved access to finance for micro, small and medium enterprises	Mostly Achieved	Not Verified
Outcome 7: Increased agricultural productivity and marketing	Mostly Achieved	Mostly Achieved
Outcome 8: Improved sustainable management of fishery resources	Partially Achieved	Partially Achieved
Outcome 9A: Improved access to affordable electricity: <i>Achieved</i>	Achieved	Achieved*
Outcome 9 B: Improved access to electricity in rural areas		
Outcome 10: Improved mobility in targeted urban and inter-urban areas	Mostly Achieved	Achieved
Outcome 11: Improved skills of labor force	Partly Achieved	Not Verified
Pillar II – Improving Service Delivery	Moderately Satisfactory	Moderately Unsatisfactory
Outcome 12: Enhanced equity and quality of education	Mostly Achieved	Partially Achieved
Outcome 13: Improved health delivery services	Mostly Achieved	Partially Achieved
Outcome 14: Improved access to safety nets	Achieved	Achieved
Outcome 15: Increased access to water and sanitation service in selected rural and urban areas	Partially Achieved	Partially Achieved

* IEG considers Objectives 9a and 9b to be one objective and has reflected this accordingly in the rating of the pillar.

6. WBG Performance

Lending and Investments

53. At the beginning of the CPS period, existing lending commitments were US\$625.5 million. The CPS envisaged new IDA lending of US\$1,139.5million. However, total commitments made during the CPS period from planned projects exceeded the proposed amount and totaled \$1,466 million. There was an increase in the number of projects from 13 to 18. Development policy lending amounted to US\$135 million. IFC commitments amounted to US\$96 million in 16 investments

54. During the CPS period, 11 trust funded projects amounting to US\$50.3 million were approved, while seven amounting to US\$85.9 million closed. Of those approved, two amounting to US\$26 million were for health and nutrition financing and one for US\$11.1 million was for social safety net operations.

55. Although there were implementation issues with some aspects of the World Bank portfolio, its overall quality was generally good. IEG evaluated 10 projects that closed during the period of the CPS. Of these two were rated highly satisfactory, three were rated satisfactory, four were rated moderately satisfactory, and one was rated moderately unsatisfactory. With regard to Bank performance, IEG rated one project highly satisfactory, six is satisfactory and three as moderately satisfactory. Problem projects averaged 10% over the life of the CPS. This was significantly below the average for the Africa region (15.8%). However, towards the end of the CPS period, amounts at risk increased sharply; the amount at risk was US\$255 million in 2017, which represented a substantial increase from 2016 and was more than 30 times the amount at risk in 2013.

56. During the CPS period, IFC invested US\$96 million in 17 projects. Its portfolio of investments (based on net commitment) grew from US\$98 million to US\$134.4 million. The majority of its investments by volume (60%) were in the electric power sector, and just over one quarter (26%) were in the transportation and warehousing sector. IFC also invested in the food & beverage and finance & insurance sectors during the CPS period. Including commitments made prior to the CPS

period but active during it, its sectoral exposure by volume was: electric power 55%, transportation & warehousing 26%, food & beverage 11%, and finance & insurance 8%. IFC's investments during the CPS period were broadly in line with the CPS objectives.

57. During the review period, IEG validated three Expanded Project Supervision Reports (XPSRs) of IFC investment projects through IEG's Evaluation Notes (EvNotes). IEG assigned development outcome ratings of Successful for all the three projects. In one case, the EvNote highlighted the importance of sponsor's commitment and financial strength for the success of the project, and how the use of IFC internal resources (including Advisory and E&S Specialists) could have a significant positive impact in helping a client address major issues and achieve best practices. In another case, the EvNote emphasized that regulatory changes (such as interest rate caps) should be analyzed carefully as they can impact profitability severely and noted that IFC's early engagement in an investment can have a higher potential impact. In the third case, IFC noted that the project (related to structuring of a local currency bond) performed very well commercially, leading IEG to upgrade the XPSR rating of Mostly Successful to Successful.

58. The Multilateral Investment Guarantee Agency (MIGA) supported three projects at the beginning of the CPS period, largely in the infrastructure sector. By FY17, two of these had expired and one had been terminated. One of these had supported the closing of the PPP agreement with the toll road concessionaire. In FY16, MIGA entered into a Cross Currency Swap involving guarantees of US\$100.2 million covering a Euro–US dollar cross-currency swap arrangement between three international banks and the government of Senegal. The Government of Senegal entered into the swap agreements to hedge against the currency risk exposure related to a 10-year, \$500 million Senegal Eurobond issued in July 2014, and related to a wind farm project.

Analytic and Advisory Activities and Services

59. Extensive analytical and advisory services were delivered under the CPS. Examples of TA and advisory services included programs under the Foundation Pillar to improve governance and public sector accountability, an analysis of procurement issues, assistance with the recovery of illegally acquired assets and a review of urban planning and other spatial issues, as well as assistance with statistical capacity building. Under Pillar I, ASA supported enhancing growth and employment including an Investment Climate Assessment, technical assistance program on small and medium enterprises' (SME) access to finance, studies on regional trade and transport interconnectivity, and technical assistance programs on rural electrification and enhancing agricultural productivity. Under Pillar II, ASA programs included a public expenditure review for the education sector, a property registration assessment, a rural electrification agenda assessment, and help with developing indicators for the delivery of education services and food nutrition. A number of these were not included in the original CPS program but were developed as the five-year timeframe proceeded. ASA supported the DPO operations to strengthen results in health and education.

60. During the CPS period, IFC approved 11 new Advisory Services (AS) projects amounting to US\$14.95 million. IFC's Advisory portfolio grew from US\$1.7 million for two projects as of June 30, 2012, to US\$11.7 million for seven projects by June 30, 2017. The seven AS projects were in infrastructure, the financial sector, and for the Scaling Solar Initiative Results Framework. During the CPS period, five projects were discontinued or terminated prematurely (due to lack of co-funding, lack of client commitment, failure to comply with IFC's environmental and social standards, delays in implementation, and a lack of mandate). Therefore, the actual recorded expenditure on advisory services during the CPS period was about US\$5.5 million. IFC provided support for investment climate reforms and access to finance through its investments in microfinance institutions. It also supported the successful completion of the Scaling Solar projects and the Dakar Toll Road.

61. IEG validated four Project Completion Reports (PCRs) of IFC Advisory Services projects during the review period and assigned a Successful Development Effectiveness rating for one project; a Mostly Successful for a second project; a Mostly Unsuccessful rating for a third project; and Unsuccessful for a fourth project. The Successful project, which related to IFC's investment in

Microcredit Senegal had a good project design, addressed important market failures in Senegal and is expected to have a strong demonstration effect, both in Senegal and in the sub-region with a replicable model for reaching underserved clients. It contributed to achieving the development objective of greater access to finance for MSMEs. The Unsuccessful project was acknowledged to be a high-risk project, and its high operational costs, lower than expected revenues, and sponsor issues prevented the project from being sustainable and competitive.

Results Framework

62. The CPS results framework did not provide a credible link between strategy objectives and the supporting interventions. While the objectives addressed some of the critical constraints facing Senegal, the indicators were poorly chosen to reflect whether the constraints had been alleviated through WBG interventions. Many of the indicators were only indirectly related to measuring whether the objectives had been achieved. Some examples were:

- For Objective 4, reduced vulnerability of the population and improved infrastructure in the Casamance, the indicator was providing income generation opportunities to 200,000 people by 2017. However, there is no indicator showing exactly what the opportunities might be, nor whether those who were trained for jobs actually found work.
- The indicator for Objective 5 was an increase by the courts hearing commercial cases of an additional 73 cases. It is not clear that this demonstrates an improvement in the investment climate.
- The indicator for Objective 11, improved skills in the labor force, was an increase in enrollment in technical training, but this does not demonstrate that labor force skills had increased, nor whether graduates of the program were employed upon completing their training.

These examples illustrate a generally poor selection of indicators and a weak results framework. Furthermore, many of the indicators were not tracked according to their exact definitions – including the number of loans to MSMEs, the gender disaggregation of education indicators, and children 0-11 months with complete immunization. This suggests weaknesses in monitoring the CPS during implementation.

Partnerships and Development Partner Coordination

63. Over the period of the CPS the WBG worked in partnership with not only the government but also the private sector and other donors. The latter included the European Union, the African Development Bank, United Nations Development Program and the U.S. Agency for International Development. The CPS strove to ensure that the WBG's programs were complementary to the areas in which the other donor programs worked, with an overall goal of creating synergies in development assistance. Areas where these were effective included governance, agriculture, energy, fisheries, and both urban and rural sectors. The CLR notes that the WBG's involvement with other donors increased credibility of programs but this came at a cost, namely increasing the burden of coordination and ongoing liaison. The key institutions for coordination were the Budget Support Group as well as specific thematic working groups that focused on Public Financial Management, social protection, transport and infrastructure, and rural development. The CLR reports that Bank teams were key interlocutors in ensuring coordination and harmonization of donor interventions.

Safeguards and Fiduciary Issues

64. Eleven projects were closed and validated by IEG during the CPS, of which seven triggered at least one safeguard policy. These were in the energy, urban development, agriculture, water, education, trade, and transport sectors. The CLR reports that the achievement of compliance with the environmental and social safeguard policies was a constant struggle in the portfolio, particularly the resettlement policy requirements. In the energy sector, compliance violation caused the project to near suspension; while in transport, compensation challenges survived the CPS implementation

period and were still being monitored by the Bank and the government in 2018. Individual project ICRs and ICRRs indicate an overall adequate preparation of the safeguard policy instruments. Some issues were exacerbated by poor staffing, operational delays, and lack of project ownership by the population. For these implementation difficulties, the discussion about the adopted mitigation measures is not explicit in the documents reviewed by IEG, although projects' ICRs and ICRRs explicitly state that all problems were resolved, and compliance was achieved in all operations. No Inspection Panel investigation took place during the CPS period.

Ownership and Flexibility

65. The alignment of the CPS with Senegal's development priorities as embodied in the 2012 National Strategy for Economic and Social Development and the subsequent 2014 development strategy suggests that the government was committed to the implementation of the CPS program. The PLR affirmed that the priorities of the CPS remained consonant with government priorities. The World Bank teams undertook extensive consultation with Senegalese counterparts in many of the projects, for example in the fisheries project, which enhanced project successes. Nevertheless, there were cases where lack of ownership compromised achievements, such as in the lack of government ownership of the community fishing project, resettlement issues described above, failure to upgrade procurement systems, and poor capacity building at the local level and among agencies charged with implementing reforms. This led to project delays and slowed disbursements.

66. When the CPS was being formulated there were uncertainties surrounding the level of IDA17 resources that would become available in the period after FY14. The CPS therefore incorporated flexibility into its planned commitments through featuring indicative projects and allowing for the use of the full range of WBG lending and TA instruments. Once IDA17 funding was known, additional planned expenditure occurred, and actual commitments exceeded expectations.

WBG Internal Cooperation

67. World Bank and IFC activities reflected a significant level of cooperation. The CLR points out that effective collaboration between the IFC and World Bank contributed to the implementation of complex reforms particularly in the energy sector, the investment climate and the strengthening of financial infrastructure. Other examples included the Dakar toll road and the Scaling Solar Program, where the World Bank, IFC and MIGA collaborated through a joint initiative; Senegal was one of the early countries where the program was deployed successfully during the CPS period. Scaling Solar is a 'one-stop shop' program for governments to rapidly mobilize privately funded grid connected solar projects at competitive tariffs to help address the large unmet electricity demand in Sub-Saharan Africa. In this program, the WBG responded by providing technical advice for project selection, tender management, helping prepare bankable project documents, and financing with competitive terms and risk management products. The program was designed to include the possibility of blended finance available to private sector partners from IFC, the possibility of credit enhancement in the form of partial guarantees of sovereign obligations by the World Bank, and the possibility of political risk insurance by MIGA. The Government of Senegal sought IFC and World Bank support to attract private investors to partner with in developing a solar power project. IFC investments and MIGA guarantees were also utilized to promote private sector investments in infrastructure, including the Dakar-Diamniado Toll Road project, which was the WBG's first greenfield urban road infrastructure financed by a Public Private Partnership (PPP) in West Africa.

Risk Identification and Mitigation

68. Although the risks identified by the CPS focused primarily on country risks, implementation risk arising from low capacity in government agencies was recognized as something that potentially could lead to delays in the program. Mitigation measures in the CPS were directed at ensuring focus on areas of strategic importance, building consensus on the content of operations and streamlining the portfolio. However, capacity enhancement was not mentioned specifically as a risk mitigation measure. The PLR noted that the risk to the CPS program from institutional capacity for implementation and sustainability was Medium. A further risk identified in the CPS was that limited

ability to execute reforms could result in fiscal strain and political pressure to use off budget accounts, presumably to cover losses by inefficient SOEs. This risk partially materialized in that the ratio of public debt to GDP rose over the project period, although it is not likely that this can be attributed to the WBG-supported program, which did not have an SOE component. Risks not identified included poor government support for ensuring that safeguards requirements were met. Risks not identified included poor government support for ensuring that safeguard requirements were met.

Overall Assessment and Rating

69. IEG rates the WBG achievement under this CPS as **Good**. The CPS addressed development challenges and in places was well defined and aligned with the strategy of the government. The design and implementation of the program failed to contribute to the achievement of a significant number of the CPS objectives. There were weaknesses in the results framework arising from too many objectives and the poor design of some indicators. Cooperation between the World Bank, the IFC and MIGA was good, as was cooperation with development partners.

Design

70. The development challenges in Senegal were identified from the outset. Flexibility with respect to resources committed was built in to deal with the uncertainty regarding amounts that would be available under IDA17 and to allow for modifications to the program that might arise as a result of the 5-year time frame that it covered. The WBG program was consistent with government objectives, both at the outset of the program and as they evolved during the course of the CPS. However, it appeared to be too large relative to implementation capacity. The program also addressed the corporate objectives of the WBG.

71. The results matrix was extensive but contained significant weakness, namely that it featured 16 separate objectives with 28 separate indicators, many of which were poorly designed. The design of the pillars had a logic that was not always obvious, particularly with respect to the goals of the “foundation pillar” relative to the other two pillars of the program. Furthermore, the relevance of some of the indicators was questionable, particularly those that were inputs, rather than outputs, such as the indicators that related to vocational training. Investment climate indicators were of doubtful validity. Furthermore, there appears to have been a disconnect between indicators in the results framework of individual projects evaluated by IEG through ICR Reviews and the CPS indicators.

Implementation

72. The lending program under the CPS was substantial. As pointed out above, the ratings for 70% of the lending projects were Satisfactory or Moderately Satisfactory, which was underscored by IEG’s ratings of 10 projects that closed during the period of the CPS. Nevertheless, there were implementation issues, particularly with respect to safeguards, where WBG procedures were not followed in a number of cases. An IEG review of the first development policy operations found that the design was overly complex and insufficient attention was paid to counterparts’ capacity constraints. The WBG also delivered a sizable non-lending portfolio through numerous ASA interventions. Close donor coordination, sometimes at the expense of time-consuming consultation processes, improved implementation in a number of projects and contributed to achieving some of the CPS objectives. The PLR identified some of the issues that had developed in the program but failed to focus it more closely.

7. Assessment of CLR Completion Report

73. In general, the CLR was clear and well written. It could have been strengthened by more analytical discussion of the choice of objectives and indicators, particularly in the area where there were number of objectives and deficiencies in the choice of indicators. Additional discussion of the role of the IFC and MIGA would have been welcome, particularly as they related to ASA in the area of the investment climate and access to finance. Better reflection of findings with respect to the use



of the Doing Business Indicators and the extent to which microfinance is an appropriate tool to improve access to finance for firms vs. a tool to achieve social objectives, would also have been useful.

8. Findings and Lessons

74. The CLR contains seven lessons. IEG identifies the most important as being:

- Simple flexible project design with realistic timeframes are important for the effective implementation of reforms. Complex design was a feature of a number of the CPS projects in Senegal, which placed significant pressure on implementation capacity. For example, the sustainable land and water management objective and the skills training objective were characterized by overly ambitious objectives and design. The CLR notes that this lesson will be incorporated into upcoming WBG portfolio design.
- Developing indicators that accurately measure the achievement of objectives is important for assessing whether objectives have been achieved. Some of the indicators in the Senegal CPS had significant weaknesses, such as those measuring the investment climate and those related to reducing the vulnerability of the population.
- The strong cooperation between the World Bank (IDA), the IFC and MIGA can contribute to the successful implementation of projects. The electrification projects in Senegal and the Dakar toll road are prime examples of this.

75. IEG adds the following additional lesson:

- Incorporating WBG research as well as findings from IEG evaluations is an essential component of effective project design. In the case of Senegal, the design of projects, particularly those related to private sector development, revealed a lack of awareness of findings related to the Doing Business indicators and microfinance issues as they relate to access to finance for firms (vs. for households).

Annex Table 1: Summary of Achievements of CPS Objectives – Senegal

Annex Table 2: Planned and Actual Lending for Senegal, FY 13-17 (\$, millions)

Annex Table 3: Analytical and Advisory Work for Senegal, FY13-17

Annex Table 4: Trust Funds Active for Senegal, FY13-17

Annex Table 5: IEG Project Ratings for Senegal, FY13-17

Annex Table 6: IEG Project Ratings for Senegal and Comparators, FY13-17

Annex Table 7: Portfolio Status for Senegal and Comparators, FY13-17

Annex Table 8: Total Net Disbursements of Official Development Assistance and Official Aid for Senegal, FY13-17 (\$, millions)

Annex Table 9: Economic and Social Indicators for Senegal, FY13-17

Annex Table 10: List of IFC Investments in Senegal (\$, millions)

Annex Table 11: List of IFC Advisory Services in Senegal (\$, millions)

Annex Table 12: List of MIGA Projects Active in Senegal, FY13-17 (\$, millions)



Annex Table 1: Summary of Achievements of CPS Objectives – Senegal

	CPS FY13-FY17: Foundation Pillar: Strengthening the Governance Framework and Building Resilience	Actual Results	IEG Comments
<u>Major Outcome Measures</u>	1. CPS Objective: Improved public sector accountability		
	<p>Indicator 1: Delay in the publication of the Audit Court annual report reduced from 34 months in 2012 to 12 months by 2017.</p>	<p>The CLR reports that the delay in publication decreased to 18 months by 2017 but the report is not yet disclosed.</p> <p>The IEG ICRR: MU of the Governance and Growth Support Credits reports that the delay in publication of the Audit Court was 17 months as of July 2016.</p> <p>Not Achieved</p>	<p>The objective was supported by the Governance and Growth Support Credits (P128284, FY13; P126470, FY14; P150976, FY15) and the following ASAs: PFM Strengthening TA (P146859, FY15), Strategy for revenue-improvement for the city of Dakar (P149766, FY15), and the Support Transparency Code (P146122, FY16).</p> <p>At the PLR stage, the indicator was modified from the original: <i>Time for the publication of the Audit Court annual report after submission to the president reduced from 360 days in 2012 to 8 days by 2017</i></p>
	<p>Indicator 2: Percentage of holders of public office (Ministers) that make a declaration of assets increased from zero to 100 % by 2017</p>	<p>The CLR reports that the target (100%) has been met by 2017. The Office National de la Lutte Contre la Fraude et la Corruption (OFDAC) reports that 100% of officials have made asset declarations as of December 2016 (2016 Activity Report).</p> <p>The IEG ICRR: MU of the Governance and Growth Support Credits reports that only 52% of holders of public office made declaration of assets as of May 2016.</p> <p>Achieved</p>	<p>The objective was supported by the Governance and Growth Support Credits (P128284, FY13; P126470, FY14; P150976, FY15).</p>
<p>Indicator 3: Time for the adoption and public disclosure of budget review act (lois de reglement) after the end of fiscal year reduced from 18 months in 2012 to 6 months by 2017</p>	<p>The February 2018 ISR: S of P122476 reports that the timeline for the completion of the Annual external audits of the Government Budget Review act after the fiscal year ends was 12 months in December 2017.</p>	<p>The objective was supported by the Public Financial Management Strengthening Technical Assistance Project (P122476, FY11).</p>	



	CPS FY13-FY17: Foundation Pillar: Strengthening the Governance Framework and Building Resilience	Actual Results	IEG Comments
	<p>Indicator 4: All ministers and senior level Government officials declare their assets to OFNAC from zero in 2012 to 100% by 2017</p>	<p>Mostly Achieved</p> <p>The CLR reports that the target (100%) has been met by 2017. The Office National de la Lutte Contre la Fraude et la Corruption (OFDAC) reports that 100% of officials have made asset declarations as of December 2016 (2016 Activity Report).</p> <p>The IEG ICRR: MU of the Governance and Growth Support Credits reports that 100% of holders of public office made declaration of assets as of May 2016.</p> <p>Achieved</p>	<p>The objective was supported by the Governance and Growth Support Credits (P128284, FY13; P126470, FY14; P150976, FY15).</p> <p>The indicator appears to be a duplicate of Indicator 2.</p>
	<p>2. CPS Objective: Sustainable land Water Management</p>		
	<p>Indicator 1: Additional area with SLWM practice in targeted areas of intervention: 7,000 ha by 2017</p>	<p>The CLR reports that there were 200 ha. in 2017 under SLWM practice. IEG could not validate this information.</p> <p>The February 2018 ISR: MU of P124018 reports that 0 hectares of land area adopted sustainable land management practices as of November 2017.</p> <p>Not Achieved</p>	<p>The objective was supported by the Senegal Inclusive and Sustainable Agribusiness Development Project (P124018, FY14) and the ASA Economic Analysis of Coastal Adaptation to Climate Change (P120367, FY14).</p>
	<p>3. CPS Objective: Improved drainage and flood prevention in selected urban areas</p>		
	<p>Indicator 1: Additional area protected against recurrent flooding in Dakar by 2017: 460 ha by 2017</p>	<p>The December 2017 ISR: S of P122841 reports that 571 hectares in peri-urban Dakar was protected against recurring flooding as of December 2017.</p> <p>Achieved</p>	<p>The objective was supported by the Stormwater Mgt. and Climate Change Adaptation Project (P122841, FY12) and the ASA Economic Analysis of Coastal Adaptation to Climate Change (P120367, FY14).</p>
	<p>4. CPS Objective: Reduced vulnerability of population and improved infrastructure in Casamance region</p>		
	<p>Indicator 1: Additional people provided with income generation opportunities in Casamance reaching 200,000 by 2017</p>	<p>The CLR reports that 324,927 additional people were provided with income generation opportunities in Casamance. However, this figure includes indirect beneficiaries calculated using the average rural household of 8. IEG can verify that there were 38,631 direct beneficiaries of P125506 receiving access to income</p>	<p>The objective was supported by the Agricultural Markets and Agribusiness Development Project (P083609, FY06) and the Casamance Development Pole</p>



	CPS FY13-FY17: Foundation Pillar: Strengthening the Governance Framework and Building Resilience	Actual Results	IEG Comments
		<p>generation opportunities (Source: official letter from P125506 PIU).</p> <p>The ICR: S of P083609 reports that 13,081 people benefitted from the project as of June 2015. However, it is unclear what share of these beneficiaries were from the Casamance region and if they benefitted through income generation opportunities.</p> <p>The December 2017 ISR: MS of P125506 reports that there were 35,682 beneficiaries of the project in Casamance as of Nov 2017.</p> <p>Partially Achieved</p>	Project (P125506, FY14)
	CPS FY13-FY17: Pillar I: Accelerating Inclusive Growth and Creating Employment	Actual Results	IEG Comments
<u>Major Outcome Measures</u>	5. CPS Objective: Improved investment climate for private sector		
	<p>Indicator 1: Increase in the number of decisions taken per year at the "Tribunal Régional Hors Classe de Dakar on Commercial Case. The target value of 1020 has been surpassed to 1397. Baseline was 947 in 2012.</p>	<p>The IEG ICRR: MS of P113801 reports that the number of decisions taken per year by the Special Regional Court of Dakar was 1,371 as of June 2016.</p> <p>Achieved</p>	The objective was supported by the Economic Governance Project (P113801, FY10) and the ASA ICT for Transformation Senegal (P131221, FY15), Common External Tariff (CET), Economic Partnership Agreement (EPA) and competitiveness (P151885, FY17), ICA: Labor Markets and Exports Study (P133268, FY17).
	<p>Indicator 2: Reduced number of days required to obtain a construction permit reduced from 210 days in 2012 to 170 days by 2017</p>	<p>The IEG ICRR: MU of the Governance and Growth Support Credits reports that it takes 202 days to obtain a construction permit in 2016 (Doing Business 2017). The Doing Business 2018 report shows that for 2017, the number of days required to obtain a construction permit fell to 177 days.</p> <p>Mostly Achieved</p>	The objective was supported by the Governance and Growth Support Credits (P128284, FY13; P126470, FY14; P150976, FY15).
	6. CPS Objective: Improved access to finance for Micro, Small and Medium Enterprises		



	CPS FY13-FY17: Pillar I: Accelerating Inclusive Growth and Creating Employment	Actual Results	IEG Comments
	<p>Indicator 1: Increased number of MSMEs getting credit to reach at least 30,000 by 2017</p>	<p>The CLR reports that the number of MSMEs with access to credit increased by 40,000 during the CPS period from IFC clients MC Senegal and FMS.</p> <p>The IFC client Fides Senegal reports that the number of outstanding loans increased by 10,238 from 8,452 in December 2012 to 18,690 in December 2016 (Rapport d'activité trimestriel: Octobre – Décembre 2012 and Rapport d'activité trimestriel: Octobre – Décembre 2016).</p> <p>The IFC client MC Senegal reports that the number of outstanding loans increased by 27,939 from 24,786 in August 2012 to 52,725 in June 2017 (Management Report MicroCred Senegal August 2012 and AS Completion report).</p> <p>In total, the number of outstanding loans increased by 38,177 during the CPS period. However, this not represent explicitly an increase in the number of MSMEs getting credit.</p> <p>Not Verified</p>	<p>The objective was supported by the IFC clients MC Senegal and Fides Senegal.</p> <p>At the PLR stage, the indicator target was modified from the original 50,000.</p>
	<p>Indicator 2: Growth and job creation in tourism</p>	<p>The CLR reports that the project supporting the objective was delayed.</p> <p>Not Achieved</p>	
7. CPS Objective: Increased agricultural productivity and marketing			
	<p>Indicator 1: Average yield of main cereals increased from 1.5 tons/ha in 2012 to 3 tons/ha in 2017 for Millet and Sorghum, and from 2 tons/ha to 4 tons/ha for Maize.</p>	<p>The CLR reports that in 2017, the average yields of main cereals rose to 1.14 and 2.5 tons/ha for Millet, 1.5 and 2 tons/ha for Sorghum, and 2.5 and 5.2 tons/ha for Maize. IEG can verify that the yields (depending on the variety) as of 2017 were:</p> <ul style="list-style-type: none"> • Between 1.6 to 2.5 for millet • Between 2.0 to 2.5 for sorghum • No data for Maize. <p>Source: Fonds National de Recherches Agricoles et Agro-Alimentaires 2017 Rapport d'activités.</p> <p>P129565 does not monitor this indicator.</p> <p>Partially Achieved</p>	<p>The objective was supported by the West Africa Agricultural Productivity Program-2A (P129565, FY12)</p>



	CPS FY13-FY17: Pillar I: Accelerating Inclusive Growth and Creating Employment	Actual Results	IEG Comments
	<p>Indicator 2: Horticultural (fruits & vegetable) exports increased from 24,000 tons in 2012 to 40,000 tons by 2017</p>	<p>The CLR reports that Annual horticultural exports by PDMAS (P083609)-supported beneficiaries reached 101,098 metric tons. IEG could not validate this information.</p> <p>The IEG ICRR: MS of P083609 reports that national horticultural exports at project closing reached 85,000 tons of which 25,530 (30%) was directly attributable to the project.</p> <p>Achieved</p>	<p>The objective was supported by the Markets and Agribusiness Development Project (P083609, FY06).</p>
	<p>Indicator 3: Number of beneficiaries of improved technologies of which 40% female</p> <p>Baseline: 80, 000 (2013) Target: 700, 000 (2017)</p>	<p>The December 2017 ISR: S of P129565 reports that 913,300 (41% female) were beneficiaries of the projects objective to scale-up generation and dissemination of improved technologies as of November 2017.</p> <p>Achieved</p>	<p>The objective was supported by the West Africa Agricultural Productivity Program-2A (P129565, FY12).</p>
	<p>Indicator 4: An e-subsidy platform designed and used for transparency and efficiency in the distribution of agricultural inputs:</p> <p>Baseline: 20 000 producers registered in 2012 Target: 1 million producers registered in 2017 and platform used</p>	<p>The project paper of P158265 reports that at the time of the approval of the AF (2016), 800,000 farmers have been enrolled in the e-voucher platform</p> <p>Mostly Achieved</p>	<p>The objective was supported by the West Africa Agricultural Productivity Program (WAAPP-2A) Additional Financing (P158265, FY16).</p>
8. CPS Objective: Improved sustainable management of fishery resources			
	<p>Indicator 1: % of registered small-scale fishing vessels originating from within the coastal region allocated with secure rights in the form of long-term and transferable permits.</p> <p>Baseline: 0 % (2010) Target: 70% (2017)</p>	<p>The IEG ICRR: MS of P106063 reports that 55% of registered small-scale fishing vessels were allocated and enforced with current general permits as of September 2016. However, the CLR reports that changed the indicator to allocating and enforcing "current general fishing permits" instead of "long-term and transferable permits".</p> <p>Partially Achieved</p>	<p>The objective was supported by the West Africa Regional Fisheries Program (P106063, FY10).</p>
9A. CPS Objective: Improved access to affordable electricity			
	<p>Indicator 1: Cost of power generation reduced from CFCA 88/kWh in 2011 to CFCA 75/kWh by 2017</p>	<p>According to Société Nationale d'Électricité (SENELEC), the variable cost of production in 2017 was FCFA 55.05 per kilowatt hour (2017 Annual Report).</p> <p>Achieved</p>	<p>The objective was supported by the Electricity Sector Support Project (P125565, FY13) and its additional financing</p>



	CPS FY13-FY17: Pillar I: Accelerating Inclusive Growth and Creating Employment	Actual Results	IEG Comments
			(P158655, FY17), and Taiba Ndiaye Independent Power Producer Project (P143605, FY14).
9B. CPS Objective: Improved access to electricity in rural areas			
	<p>Indicator 1: Additional people with access to electricity in selected areas of intervention reached 250,000 by 2017</p>	<p>The CLR reports that 326,000 rural households benefitted from electricity in 2017 and that these figures were weakly linked to WB projects. IEG could not validate this information.</p> <p>The January 2018 ISR: MS of P125565 reports that 318,953 households were provided access to electricity under the project as of September 2017.</p> <p>Achieved</p>	<p>The objective was supported by the Electricity Sector Support Project (P125565, FY13) and its additional financing (P158655, FY17).</p>
10. CPS Objective: Improved mobility in targeted urban and interurban areas			
	<p>Indicator 1: Transport time reduced on selected routes: (i) Grandes Niayes Area from 3.5 hrs in 2012 to 2.5 hrs by 2017 and (ii) Between Dakar and Diamnidi from 1.5 hrs in 2012 to ½ hr by 2017</p>	<p>The October ISR: MS of P067304 reports that the travel time between Dakar and Diamniadio was 25 minutes as of September 2017.</p> <p>The November 2017 ISR: S of P101415 reports that the transport time on selected routes inside the Grande Niayes area was 153 minutes as of May 2015. No new updates on travel time is available within the CPS period. The project's original closing year was in 2015.</p> <p>Achieved</p>	<p>The objective was supported by the Dakar Diamniadio Toll Highway (P087304, FY09) with the IFC project SENAC (29008), the Transport & Urban Mobility (P101415, FY10) and its additional financing (P153078, FY16), and the ASA Senegal Spatial Development (P124695, FY15).</p>
11. CPS Objective: Improved skills of labor force			
	<p>Indicator 1: Enrollment in professional and technical training increased from 17% in 2012 to 30% by 2017 (at least 40% female)</p>	<p>The CLR reports that 54,318 students enrolled in professional and technical education trainings but remaining at 17% due to the increase in enrollment in all secondary education. IEG could not validate this information. The CLR also reports that supporting project (P123676) did not include this indicator for monitoring.</p> <p>The June 2018 ISR: MS of P123673 reports that 538 students enrolled in the Tertiary Education Vocational Institute of Thies (ISEP) as of October 2017. Given the low number of enrolled students, it is</p>	<p>The objective was supported by the Tertiary Education Governance and Financing for Results (P123673, FY11)</p> <p>At the PLR stage, the gender target of the indicator was updated to have an explicit female share.</p>



	CPS FY13-FY17: Pillar I: Accelerating Inclusive Growth and Creating Employment	Actual Results	IEG Comments
		unlikely that the target of 30% was achieved. Not Verified	
	CPS FY13-FY17: Pillar II: Improved Service Delivery	Actual Results	IEG Comments
Major Outcome Measures	12. CPS Objective: Enhanced equity and quality of education		
	Indicator 1: Promotion rate at grade one for selected universities increased from 50% in 2012 to 70 % by 2017 (at least 50% female)	<p>The CLR reports that the promotion rate of selected universities reached an average of 71.2 percent by 2017. IEG could not validate this information.</p> <p>The June 2018 ISR: MS of P123673 reports that the promotion rate at grade one for the following universities as of October 2017:</p> <ul style="list-style-type: none"> • UCAD: 42.22% • UGB: 77% • Babey: 64% • Thies: 86.4% • Ziguinchor: 78.61% <p>The average promotion rates for the select universities was 69.6%. No information was available for the gender component of the indicator.</p> <p>Not Verified</p>	<p>The objective was supported by the Tertiary Education Governance and Financing for Results (P123673, FY11) and the ASAs Education Sector Public Expenditure Review (P143517, FY15) and West Africa Sub-Regional Network for Results-Based Education Sector Governance (P130437, FY16).</p> <p>At the PLR stage, the gender target of the indicator was updated to have an explicit female share.</p>
	Indicator 2: Percent grade 2 students passing standardized learning test in math and reading increased from 54% in 2012 to 65% by 2017(at least 50% female).	<p>The December 2017 ISR: MS of P133333 reports that the percent of grade 2 students passing standardized learning test were 59.73% for reading and 59.21% in math as of November 2017. No information was available for the gender component of the indicator.</p> <p>Not Verified</p>	<p>The objective was supported by the Quality and Equity of Basic Education (P133333, FY13).</p> <p>At the PLR stage, the gender target of the indicator was updated to have an explicit female share.</p>
	13. CPS Objective: Improved health delivery services		
Indicator 1: Deliveries attended by skilled birth providers increased from 65% in 2012 to 75% in 2017	<p>The September 2018 ISR: MS of P129472 reports that 155,397 births were attended by skilled health personnel as of December 2017. However, the project does not monitor the share of these deliveries to the total.</p>	<p>The objective was supported by the Senegal Health & Nutrition Financing (P129472, FY14).</p>	



	CPS FY13-FY17: Pillar II: Improved Service Delivery	Actual Results	IEG Comments
		<p>The WDI reports that 68.4% of births were attended by skilled health staff in 2017.</p> <p>Partially Achieved</p>	
	<p>Indicator 2: Children 0-11 months with complete immunization increased from 63% in 2012 to 79% by 2017</p>	<p>The 2017 Continuous Demographic and Health Survey (USAID) reports that 68.7% of children ages 12-23 months received all of the basic vaccines at the appropriate age and before 12 months (p. 179).</p> <p>The September 2018 ISR: MS of P129472 was the first ISR to report that 266,455 children were immunized as of June 2018. However, the project does not monitor the share of these immunizations to total.</p> <p>Partially Achieved</p>	<p>The objective was supported by the Senegal Health & Nutrition Financing (P129472, FY14).</p> <p>The WDI reports that for 2017: 91% of children under 1 was immunized for HepB3, 93% of children (12-23 months) for DPT, and 90% of children (12-23 months) for measles.</p>
	<p>Indicator 3: Number of children receiving a minimum of micronutrients sachets in targeted areas increased to 1 million by 2017</p>	<p>The CLR reports that 2,793,229 children received a minimum of micronutrients sachet by 2017. IEG could not validate this information. The 2016-2017 Annual Reports of the Project Financement Sante Nutrition (PFSN) reports the number of children received micronutrient sachets:</p> <ul style="list-style-type: none"> • 2015: 42,385 • 2016: 57,788 • 2017: 15,511 <p>For a total of 115,684 children.</p> <p>The IEG ICRR: S of P097181 reports that over 2 million or 95% children (6-59 months) received Vitamin A supplements as of June 2014. However, these supplements do not constitute the minimum micronutrients sachet. The Project Performance Assessment Report of P097181 show that 40% of children ages 6–23 months received a minimum of 90 micronutrient sprinkles sachets for three months in intervention areas at the end of 2014. However, information on the number of children was unavailable.</p> <p>Not Achieved</p>	<p>The objective was supported by the Nutrition Enhancement Program II (P097181, FY07) and its additional financing (P129398, FY12).</p>
<p>14. CPS Objective: Improved access to safety nets</p>			
	<p>Indicator 1: Number of households</p>	<p>The June 2018 ISR S of P133597 reports that 218,194 households were</p>	<p>The objective was supported by the</p>



	CPS FY13-FY17: Pillar II: Improved Service Delivery	Actual Results	IEG Comments
	beneficiaries of targeted cash transfers increased from 0 in 2012 to 20,000 by 2017 (at least 75% female)	beneficiaries of the cash transfer program as of December 2017, of which only 63% of the beneficiaries were female. Achieved	Senegal Safety Net operation (P133597, FY14) and the ASA Senegal SP - Safety Net Assessment (P123929, FY14).
15. CPS Objective: Increased access to water and sanitation services in selected rural and urban areas			
	Indicator 1: Additional people with access to piped water in selected areas of intervention: 320,000 people in rural areas and 690,000 people in urban areas by 2017	<p>The CLR reports that 172,375 people (rural) and 385,160 people (urban) benefited from access to piped water as a result of IDA interventions. In addition, the CLR also reports that with the intervention of other donors, 364,000 people in rural areas and 944,000 people in urban areas benefited in total. IEG could also not validate the figures resulting from other donor-related interventions.</p> <p>The IEG ICRR: HS of P109986 reports that 172,375 people in rural areas and 206,160 people in urban areas were provide improved water sources (piped) as of June 2015.</p> <p>The December 2017 ISR: S of P150351 reports that 179,000 people in urban areas have gained access to improved water services (piped) under the project as of September 2017.</p> <p>In total, 172,375 people in rural areas and 385,160 people in urban areas were provided improved access to water (piped) during the CPS period.</p> <p>Partially Achieved</p>	<p>The objective was supported by the Water and Sanitation Millennium project (P109986, FY10), Senegal Urban Water Supply and Sanitation project (P150351, FY15) and the ASA Senegal Domestic Private Sector in W & S (P131999, FY15).</p> <p>The indicator does not include a baseline and baseline year.</p>
	Indicator 2: Additional people with access to sanitation services in selected areas of intervention: 275,000 people in rural areas and 690,000 people in urban areas by 2017	<p>The CLR reports that 175,00 people (rural) and 86,600 people (urban) benefited from access to sanitation services as a result of IDA interventions. In addition, the CLR also reports that with the intervention of other donors, 348,000 people in rural areas and 275,000 people in urban areas benefited in total. IEG could also not validate the figures resulting from other donor-related interventions.</p> <p>The IEG ICRR: HS of P109986 reports that 188,110 people in rural areas and 84,450 people in urban areas were</p>	<p>The objective was supported by the Water and Sanitation Millennium project (P109986, FY10), Senegal Urban Water Supply and Sanitation project (P150351, FY15).</p> <p>The indicator does not include a baseline and baseline year.</p>



	CPS FY13-FY17: Pillar II: Improved Service Delivery	Actual Results	IEG Comments
		<p>provide improved sanitation facilities as of June 2015.</p> <p>The December 2017 ISR: S of P150351 reports that 2,150 people in urban areas were provided improved sanitation facilities as of September 2017.</p> <p>In total, 118,110 people in rural areas and 86,600 people in urban areas benefitted from improved sanitation services.</p> <p>Partially Achieved</p>	



Annex Table 2: Planned and Actual

Lending for Senegal, FY 13-17 (\$, millions)

Project ID	Project name	Proposed FY	Approval FY	Closing FY	Proposed IDA Amount (\$, Million)	Proposed IDA Amount (\$, Million)	Approved IDA Amount (\$, Million)
Project Planned Under CPS/PLR FY13-17					<i>CPS</i>	<i>PLR</i>	
P128284**	First Governance and Growth Sup Project	2013	FY13	FY14			55
P125565	SN - Electricity Sector Support (FY12)	2013	FY13	FY21	85		85
P133333	SN Quality and Equity of Basic Education	2013	FY13	FY22		20	20
					85	20	160
P126470**	SN-Governance & Growth Support Credit (GGSC) 2	2014	FY14	FY15		30	30
P124018	SN-Senegal Inclusive and Sustainable Agribusiness Development Project	2014	FY14	FY21		80	80
P125506	SN:Casamance Development Pole Project	2014	FY14	FY20		40	40
P145657^	<i>SN-Banda Gas to Power Guarantee</i>	2014	2014	FY19		99	99
P129472	Senegal Health & Nutrition Financing	2014	2014	FY19			20
P143605^	<i>Regional: SN-Taiba Ndiaye Independent Power Producer</i>	2014	2014	FY16		40	40
	<i>Regional: Senegal River Basin Multi-Purpose Water Resources Development Project 2</i>	2014				58.5	
	<i>Regional: Africa Higher Education Centers of Excellence</i>	2014				16	
					0	363.5	309
P145585	Skills development TVET	2015	2015	FY20	35		35
P146859	SN: Public Fin. Management Strengthening	2015	2015	#		30	30
P150351	FY16-SN Urban Water and Sanitation Project	2015	2015	FY22			70
P152150	Additional Financing - Senegal SMCCA (Stormwater Management and Climate Change - AF)	2015	2015	#			35
P150976**	SN-Third Governance and Growth Support Credit (GGSC 3)- DPO	2015	2016	FY17		60	50
P153078	SN-Transport & Urban Mobility Add'l Fin	2015	2016	#		50	50
P150006	<i>Regional Pastoralism Project</i>	2015				26	75
P147921	<i>Regional OMVS</i>	2016	2017				97



					35	166	442
DROPPED	GGSC - 4 DPO	2016					30
DROPPED	Growth and Exports Development Project	2016					50
DROPPED	Solar Energy Project	2016					15
DROPPED	<i>Regional Dakar-Bamako Railway</i>	2016					30
					0	0	125
P156160	Social Safety Net		2017	#			0
P156186	Dakar Bus Rapid Transport (BRT) Pilot Project		2017	FY23			300
P158415	2nd AF to GEF Sustainable Cities		2017	#			0
P133597	Senegal Safety Net operation		2017	FY20		40.5	40.5
P160652	Gas Project Negotiations & Inst Capacity		2017	FY24			29
DROPPED	GGSC - 5 DPO	2017					30
DROPPED	Financial Sector and Justice	2017					30
DROPPED	Human Development Project	2017					TBD
DROPPED	Decentralization or Urban Project	2017					TBD
					0	40.5	430
	Total Planned				240	1139.5	1466
Unplanned Projects during the CPS Period			Approval FY	Closing FY			Approved IDA Amount (\$, Million)
P158655	SN-Add Fin to Electricity Sector Support Proj-SUF		2017	#			70
P159023	Senegal Structural Reform DPO Series		2017	FY19			60
P146469	Senegal Tourism & Enterprise Development		2017	FY22			74
	Total Unplanned				0	0	204
On-going Projects during the CPS/PLR Period			Approval FY	Closing FY			Approved IDA Amount (\$, Million)
P073477	SN-Elec Sec Effi. Enhanc.Phase 1 APL-1		2005	FY17			16
P085708	SN-Elec. Serv. for Rural Areas (FY05)		2005	FY13			30
P083609**	SN-Agr Markets & Agribus Dev (FY06)		2006	FY15			35
P084022	SN-Local Authorities Development Program		2007	FY14			80
P089254	SN-Quality Education For All Project - Phase 2		2007	FY14			30



P097181	SN-Nutr Enhanc. Prog II - APL (FY07)		2007	FY14			15
P115938	SN-Nutrition/Cash Transfer Proj (FY09)		2009	FY13			10
P109986	SN-Water and Sanitation SIL (FY10)		2010	FY15			55
P113801	SN - Economic Governance Project		2010	FY16			8
P087304	SN-Dakar -Diamniado Toll Highway Project		2009	FY18			105
P120629	SN-Second Sust. & Part. En. Mngt (SIL)		2010	FY18			15
P123673	SN: Tertiary Educ. for Results (FY11)		2011	FY19			101
P101415	SN-Transport & Urban Mobility (FY10)		2010	FY20			55
P122841	SN-Stormwater Mgt & Climate Change		2012	FY20			56
P122476	SN:Public Res.Management StrengtheningTA		2011	FY20			15
Total On-going					0	0	626

Source: CPS and PLR, WB BI as of 12/13/2019

LIR: Latest internal rating. MU: Moderately Unsatisfactory. MS: Moderately Satisfactory. S: Satisfactory. HS: Highly Satisfactory.

**Parent Project

^ Guarantees



Annex Table 3: Analytical and Advisory Work for Senegal, FY13-17

Proj ID	Project Name	Fiscal year	Product Line	Practice	RAS
P123997	SN: Skills for job creat&competitiveness	2013	ESW	Education	No
P124695	Senegal Spatial Development	2015	ESW	Urban, Resilience and Land	No
P127438	SN-Poverty and Gender Report	2015	ESW	Poverty and Equity	No
P143517	Senegal Education PER	2015	ESW	Education	No
P146122	SENEGAL: Support Transparency Code	2016	ESW	Governance	No
P154245	SN ROSC A & A	2016	ESW	Governance	No
P157033	Senegal Groundnute Values Chain Reform	2016	ESW	Agriculture and Food	No
P133268	Senegal ICA: Labor Markets and Exports	2017	ESW	Other	No
P151598	SN - Biannual Economic Update FY15	2017	ESW	Macroeconomics, Trade and Investment	No
P151885	Senegal: CET, EPA and competitiveness	2017	ESW	Other	No
P153735	Agricultural Logistics in Senegal	2017	ESW	Transport	No
P155880	Country Nutrition Status Report	2017	ESW	Health, Nutrition & Population	No
P151316	Health and Nutrition Financing	2017	ESW	Health, Nutrition & Population	No
P162519	Groundnut Value Chain Competitiveness and Prospects for Development	2017	ESW	Agriculture and Food	No
P162535	White Paper on Transport and Logistics	2017	ESW	Transport	No
Proj ID	Technical Assistance	Fiscal year	Product Line	Practice	RAS
P120367	Economic Analysis of Coastal Adaptation	2014	TA Non-Lend	Environment, Natural Resources & the Blue Economy	No
P123929	SN- SP- Safety Net Assessment	2014	TA Non-Lend	Social Protection & Jobs	No
P143512	Senegal- Review of SENELEC's model	2014	TA Non-Lend	Energy & Extractives	No
P146359	StAR - Senegal Country Engagement	2014	TA Non-Lend	Finance, Competitiveness and Innovation	No
P130376	AFSF-Senegal-CMS	2015	TA Non-Lend	Agriculture and Food	No
P131221	ICT For Transformation Senegal	2015	TA Non-Lend	Transport	No
P131999	Senegal Domestic Private Sector in W & S	2015	TA Non-Lend	Water	No
P149766	Strategy for revenue-improvement - Dakar	2015	TA Non-Lend	Urban, Resilience and Land	No
P152082	Senegal-ICT Policy Note	2015	TA Non-Lend	Transport	No
P152706	SN - Senegal Statistics Support	2015	TA Non-Lend	Poverty and Equity	No
P132028	Strengthening the EE to scale up RS	2016	TA Non-Lend	Water	No
P151555	Senegal Financial Capability Survey	2016	TA Non-Lend	Finance, Competitiveness and Innovation	No
P155780	Senegal Social Protection: Public Works	2017	TA Non-Lend	Social Protection & Jobs	No
P155881	UHC technical support	2017	TA Non-Lend	Health, Nutrition & Population	No
P159364	Nutrition Investment Case	2017	TA Non-Lend	Health, Nutrition & Population	No

Source: WB Business Intelligence 12/13/2019



Annex Table 4: Trust Funds Active for Senegal, FY13-17

Project ID	Project name	TF ID	Approval FY	Closing FY	Approved Amount (\$, Million)
P107167	SN-Rural Lighting Efficiency (FY08)	TF 10781	FY12	FY20	1,167,437
P130271	Community-based Sustainable Land Management Project	TF 16708	FY14	FY21	6,000,000
P129472	Senegal Health & Nutrition Financing	TF 15872	FY14	FY19	20,000,000
P129472	Senegal Health & Nutrition Financing	TF A2673	FY16	FY20	300,000
P155475	Building Resilience to Food and Nutrition Insecurity Shocks	TF A3526	FY17	FY21	2,821,727
P133597	Senegal Safety Net operation	TF A2849	FY17	FY20	11,050,000
P122841	Stormwater Mgt. and Climate Change Adaptation Project	TF A4329	FY17	FY20	5,504,587
P158709	Senegal Rural Electrification Program	TF A5021	FY18	FY25	78,000
P160022	Senegal Support to Extractive Industries Transparency Initiative Compliance Process	TF A6166	FY18	FY20	490,000
P116783	SN EFA-FTI Catalytic Fund	TF 94753	FY10	FY15	81,500,000
P124538	Senegal Min Sector Diagnostic & Cap Bldg	TF 99837	FY11	FY15	480,000
P124778	Strengthening Country Systems Safeguards	TF 99383	FY11	FY15	490,000
P131767	Community Peacebuilding Initiatives	TF 13598	FY13	FY16	300,000
P131767	Community Peacebuilding Initiatives	TF 13474	FY13	FY16	2,250,000
P131626	Senegal: EITI Implementation	TF 16205	FY14	FY16	540,000
P131626	Senegal: EITI Implementation	TF 12749	FY14	FY16	330,000
Total					133,301,751

Source: Client Connection as of 12/13/2019

** IEG Validates RETF that are 5M and above



Annex Table 5: IEG Project Ratings for Senegal, FY13-17

Exit FY	Proj ID	Project name	Total Evaluated (\$M) *	IEG Outcome	IEG Risk to DO
FY13	P085708	SN-Elec. Serv. for Rural Areas (FY05)	43.5	MS	SIGNIFICANT
FY13	P108144	SN-Sustainable Land Management GEF (SIP)	76.1	MS	SIGNIFICANT
FY13	P115938	SN-Nutrition/Cash Transfer Proj (FY09)	20.2	MU	SIGNIFICANT
FY14	P084022	SN-Local Authorities Development Program	25.3	S	SIGNIFICANT
FY14	P097181	SN-Nutr Enhanc. Prog II - APL (FY07)	0.0	S	SIGNIFICANT
FY14	P128284	First Governance and Growth Sup Project	51.6	HS	MODERATE
FY15	P083609	SN-Agr Markets & Agribus Dev (FY06)	7.4	MS	MODERATE
FY15	P109986	SN-Water and Sanitation SIL (FY10)	10.6	HS	SIGNIFICANT
FY15	P116783	SN EFA-FTI Catalytic Fund	0.0	MS	MODERATE
FY16	P113801	SN - Economic Governance Project	55.2	MU	MODERATE
		Total	289.9		

Source: BI Key IEG Ratings as of 12/13/2019

Annex Table 6: IEG Project Ratings for Senegal and Comparators, FY13-17

Region	Total Evaluated (\$M)	Total Evaluated (No)	Outcome % Sat (\$)	Outcome % Sat (No)	RDO % Moderate or Lower Sat (\$)	RDO % Moderate or Lower Sat (No)
Senegal	289.8	10	74.0	80.0	39.4	40.0
AFR	22,658.8	405	70.5	65.4	30.3	29.2
World	116,409.8	1,303	83.5	72.0	48.1	41.8

Source: BI as of 12/13/2019



Annex Table 7: Portfolio Status for Senegal and Comparators, FY13-17

Fiscal year	2013	2014	2015	2016	2017	Ave FY13-17
Senegal						
# Proj	13	16	15	14	18	15
# Proj At Risk	1	2	1	1	3	2
% Proj At Risk	7.7	12.5	6.7	7.1	16.7	10
Net Comm Amt	664.8	770.4	810.4	852.4	1,385.4	897
Comm At Risk	8.0	63.0	40.0	80.0	255.0	89
% Commit at Risk	1.2	8.2	4.9	9.4	18.4	8
AFR						
# Proj	404.0	438.0	458.0	474.0	502.0	455.2
# Proj At Risk	107.0	115.0	111.0	124.0	135.0	118.4
% Proj At Risk	26.5	26.3	24.2	26.2	26.9	26.0
Net Comm Amt	40,806.0	46,621.7	51,993.5	56,089.8	61,022.2	51,306.6
Comm At Risk	13,945.0	16,171.5	15,372.2	18,235.0	19,934.3	16,731.6
% Commit at Risk	34.2	34.7	29.6	32.5	32.7	32.7
World						
# Proj	1,338	1,386	1,402	1,398	1,459	1,397
# Proj At Risk	412	444	422	449	466	439
% Proj At Risk	30.8	32.0	30.1	32.1	31.9	31
Net Comm Amt	169,437.6	183,153.9	191,907.8	207,350.0	212,502.9	192,870
Comm At Risk	39,645.0	39,748.6	44,430.7	42,715.1	50,837.9	43,475
% Commit at Risk	23.4	21.7	23.2	20.6	23.9	22.5

Source: WB BI as of 12/13/19

Note: Only IBRD and IDA Agreement Type are included



Annex Table 8: Total Net Disbursements of Official Development Assistance and Official Aid for Senegal, FY13-17 (\$, millions)

Development Partners	2013	2014	2015	2016	2017
All Donors, Total					
DAC Countries, Total	634.64	799.96	578.44	414.56	545.59
Australia	1.77	0.05	0.2	0.13	0.09
Austria	4.38	2.16	0.39	1.97	1.63
Belgium	23.87	19.3	17.84	20.3	14.6
Canada	63.73	73.56	57.76	48.22	42.01
Czech Republic	0.04	0.02	0.04	0.05	0.15
Finland	0.85	1.06	0.87	0.55	0.6
France	189.57	293.96	110.22	87.39	126.06
Germany	21.43	22.77	19.08	18.43	18.24
Greece	0.01	0.01	0.01
Hungary	0	0	0
Ireland	0.17	0.34	0.24	0.24	0.75
Italy	19.13	7.16	16.73	9.95	22.05
Japan	42.09	45.06	37.62	27.76	104.79
Korea	17.25	19.86	10.31	36.57	23.31
Luxembourg	14.42	22.12	20.25	20.02	16.04
Netherlands	6.42	4.25	0.03	2.77	0.57
New Zealand	0.03
Norway	1.05	0.99	0.33	0.32	0.24
Poland	0.03	0.16	0	0.28	0.14
Portugal	0.3	0.06	0.28	0.33	0.43
Spain	19.53	11.7	12.61	7.63	9.53
Sweden	1.12	1.06	0.79	0.75	1.72
Switzerland	2.8	3.02	3.22	3.69	3.47
United Kingdom	1.5	-0.12	1.67	2.19	1.83
United States	203.18	271.41	267.96	125.03	157.29
Multilaterals, Total					
EU Institutions	63.6	86.75	52.75	77.38	46.41
International Monetary Fund, Total	-5.27	-17.56	-33.79	-35.66	-33.65
IMF (Concessional Trust Funds)	-5.27	-17.56	-33.79	-35.66	-33.65
Regional Development Banks, Total	75.31	19.64	30	75.12	20.64
African Development Bank, Total	63.99	19.49	34.13	75.39	23.31
African Development Bank [AfDB]	0.04	0.06	..	0.03	0.04
African Development Fund [AfDF]	63.95	19.43	34.13	75.36	23.27
Islamic Development Bank [IsDB]	11.33	0.15	-4.12	-0.27	-2.67
United Nations, Total	37.06	22.72	33.25	23.29	26.75



Development Partners	2013	2014	2015	2016	2017
Food and Agriculture Organisation [FAO]	0.69
International Atomic Energy Agency [IAEA]	0.36	0.69	0.57	0.26	0.33
IFAD	3.82	6.04	4.23	8.52	9.18
International Labour Organisation [ILO]	0.69	0.5	0.54	0.71	1.09
UNAIDS	0.23	0.12	0.14	0.11	0.11
UNDP	1.95	3.57	4.02	2.82	6.46
UNFPA	2.31	2.8	2.11	2.05	1.82
UNHCR	16.71	..	12.55
UNICEF	6	5.81	5.54	6.73	5.03
WFP	3.04	1.72	2.14	0.81	1.42
World Health Organisation [WHO]	1.27	1.47	1.41	1.27	1.31
World Bank Group, Total	130.5	136.97	161.22	123.67	223.49
World Bank, Total	130.5	136.97	161.22	123.67	223.49
International Development Association [IDA]	130.5	136.97	161.22	123.67	223.49
Other Multilateral, Total	49.43	57.42	45.52	45.58	74.62
Adaptation Fund	0.52
Arab Bank for Economic Development in Africa [BADEA]	4.83	2.63	1.95
Global Alliance for Vaccines and Immunization [GAVI]	20.28	17.92	7.98	13.75	12.48
Global Environment Facility [GEF]	3.18	4.2	5.65	4.71	1.53
Global Fund	23.15	34.36	29.64	23.68	19.86
Global Green Growth Institute [GGGI]	0.06	0.47	1.06
Nordic Development Fund [NDF]	-0.9	-1.52	-1.2	-0.41	-0.34
OPEC Fund for International Development [OFID]	-1.11	-0.18	1.43	3.37	39.49
Non-DAC Countries, Total	9.2	2.79	2	7.28	3.3
Estonia	0.04	0.04
Israel	0.22	0.27	0.1	1.42	0.23
Kuwait	7.48	0.33	4.28	10.22	1.8
Romania	0.03	0.01	0	0.03	0.04
Thailand	0.22	0.04	0.01	0.1	0.09
Turkey	5.06	2.85	7.54	0.78	1.18
United Arab Emirates	-3.85	-0.75	-0.2	-0.1	2.61

Source: OECD Stat, [DAC2a] as of 12/18/2019

* Data only available up to FY17

Annex Table 9: Economic and Social Indicators for Senegal, FY13-17

Series Name						Senegal	Sub-Saharan Africa	World
	2013	2014	2015	2016	2017	Average 2013-2017		
Growth and Inflation								
GDP growth (annual %)	2.8	6.6	6.4	6.4	7.1	5.8	3.2	2.8
GDP per capita growth (annual %)	-0.02	3.7	3.4	3.4	4.1	2.9	0.5	1.6
GNI per capita, PPP (current international \$)	2,850	3,010	3,140	3,260	3,460	3,144	3,631	15,843
GNI per capita, Atlas method (current US\$)	1,360	1,380	1,320	1,270	1,280	1,322	1,666	10,663
Inflation, consumer prices (annual %)	0.7	-1.09	0.1	0.8	1.3	0.4	4.8	2.0
Composition of GDP (%)								
Agriculture, forestry, and fishing, value added (% of GDP)	13.7	13.4	14.3	14.4	16.0	14.4	15.5	3.5
Industry (including construction), value added (% of GDP)	24.1	23.2	23.6	23.3	22.6	23.4	25.5	25.9
Services, value added (% of GDP)	52.9	53.6	51.4	52.0	51.0	52.2	52.0	64.6
Gross fixed capital formation (% of GDP)	22.1	23.5	23.0	23.9	23.5	23.2	21.3	23.6
Gross domestic savings (% of GDP)	8.4	11.0	13.1	14.4	13.9	12.1	19.0	25.1
External Accounts								
Exports of goods and services (% of GDP)	22.2	21.8	22.7	21.6	21.8	22.0	25.7	29.5
Imports of goods and services (% of GDP)	38.0	36.7	35.4	32.5	35.6	35.7	28.8	28.8
Current account balance (% of GDP)	-8.17	-6.80	-5.32	-4.18	-7.22	-6.3	0.0	0.0
External debt stocks (% of GNI)	28.0	29.0	34.0	36.1	43.4	34.1	0.0	0.0
Total debt service (% of GNI)	2.2	1.9	2.2	2.1	2.9	2.2	2.4	0.0
Total reserves in months of imports	5.2	13.0
Fiscal Accounts ¹								
General government revenue (% of GDP)	17.7	19.2	19.3	20.7	19.5	19.3	18.3	
General government total expenditure (% of GDP)	22.0	23.1	23.0	24.0	22.0	22.8	22.3	
General government net lending/borrowing (% of GDP)	-4.325	-3.896	-3.682	-3.272	-2.49	-3.5	-4.0	
General government gross debt (% of GDP)	36.8	42.4	44.5	47.5	61.2	46.5	39.0	

Series Name						Senegal	Sub-Saharan Africa	World
	2013	2014	2015	2016	2017	Average 2013-2017		
Health								
Life expectancy at birth, total (years)	65.9	66.4	66.7	67.1	67.4	66.7	59.9	71.9
Immunization, DPT (% of children ages 12-23 months)	92.0	89.0	89.0	93.0	93.0	91.2	73.2	85.4
People using at least basic sanitation services (% of population)	48.7	49.4	50.1	50.8	51.5	50.1	29.8	71.5
People using at least basic drinking water services (% of population)	75.8	77.0	78.2	79.5	80.7	78.2	59.1	88.7
Mortality rate, infant (per 1,000 live births)	37.8	36.4	35.1	33.9	32.8	35.2	56.9	31.5
Education								
School enrollment, preprimary (% gross)	15.0	15.1	15.4	16.1	16.5	15.6	29.3	47.9
School enrollment, primary (% gross)	84.6	85.6	84.9	84.5	85.6	85.0	98.6	103.4
School enrollment, secondary (% gross)	48.1	50.3	50.9	48.8	46.1	48.9	43.6	75.3
Population								
Population, total (Millions)	13,782,420	14,174,731	14,578,459	14,993,528	15,419,381	14,589,704	996,027,910	7,340,851,485
Population growth (annual %)	2.8	2.8	2.8	2.8	2.8	2.8	2.7	1.2
Urban population (% of total)	3.7	3.7	3.7	3.7	3.8	3.7	4.1	2.0
Poverty								
Poverty headcount ratio at \$1.90 a day (2011 PPP) (% of population)	42.0	10.6
Poverty headcount ratio at national poverty lines (% of pop)
Rural poverty headcount ratio at national poverty lines (% of rural pop)
Urban poverty headcount ratio at national poverty lines (% of urban pop)
GINI index (World Bank estimate)

Source: Worldbank DataBank as of 12/18/2019

*International Monetary Fund, World Economic Outlook Database, December 2019

** Data only available up to FY17



Annex Table 10: List of IFC Investments in Senegal (\$, millions)

Investments Committed in FY13-FY17

Project ID	Cmt FY		Project Status	Primary Sector Name	Orig Cmt-IFC Bal	Net Commitment (LN)	Net Commitment (EQ)	Total Net Commitment (LN+EQ)
37808	2017	37808	Active	Electric Power	9.2	9.2	-	9.2
38113	2017	35175	Active	Electric Power	4.0	2.6	-	2.6
38564	2017	38549	Closed	Finance & Insurance	15.0	-	-	-
39269	2017	33844	Active	Food & Beverages	3.3	3.3	-	3.3
39371	2017	39371	Active	Finance & Insurance	2.0	2.0	-	2.0
40018	2017	39269	Active	Food & Beverages	0.2	0.2	-	0.2
40063	2017	39371	Active	Finance & Insurance	0.3	0.3	-	0.3
35175	2016	35175	Active	Electric Power	9.0	2.6	-	2.6
36227	2016	33098	Active	Transportation and Warehousing	1.3	1.3	-	1.3
33098	2015	29008	Active	Transportation and Warehousing	31.9	24.0	-	24.0
33841	2015	32568	Active	Electric Power	41.7	38.2	3.5	41.7
36217	2015	33841	Active	Electric Power	1.3	1.3	-	1.3
32394	2014	28749	Closed	Finance & Insurance	20.0	-	-	-
33844	2014	33844	Active	Food & Beverages	6.8	6.8	-	6.8
32568	2013	25792	Closed	Electric Power	1.0	0.5	-	0.5
32816	2013	26565	Active	Finance & Insurance	0.4	-	0.4	0.4
33654	2013	23898	Closed	Finance & Insurance	-	-	-	-
Sub-Total					-	-	-	127.8

Investments Committed pre-FY13 but active during FY13-FY17

Project ID	CMT FY		Project Status	Primary Sector Name	Orig Cmt-IFC Bal	Net Commitment (LN)	Net Commitment (EQ)	Total Net Commitment (LN+EQ)
31305	2012	29008	Active	Transportation and Warehousing	2.8	2.8	-	2.8
30094	2011	30094	Active	Electric Power	0.8	-	0.6	0.6
26565	2010	24980	Active	Finance & Insurance	5.8	4.5	1.3	5.8
27790	2010	27790	Active	Electric Power	0.8	-	0.7	0.7
29930	2010	29470	Active	Food & Beverages	1.5	1.1	-	1.1



Project ID	CMT FY	Project Status	Primary Sector Name	Orig Cmt-IFC Bal	Net Commitment (LN)	Net Commitment (EQ)	Total Net Commitment (LN+EQ)
			Sub-Total	11.7	8.4	2.6	11.0
			TOTAL	11.7	8.4	2.6	138.8

Source: IFC-MIS Extract as of 6/30/19

Annex Table 11: List of IFC Advisory Services in Senegal (\$, millions)
Advisory Services Approved in FY13-17

Project ID	Project Name	Impl Start FY	Impl End FY	Project Status	Primary Business Line	Total Funds Managed by IFC
600644	Senegal Desalination PPP Project	2017	2018	TERMINATED	CPC	1.67
600776	Senegal PPIAF PPP FY15 Program	2016	2017	TERMINATED	CPC	0.42
600925	Senegal PV IPP	2016	2019	ACTIVE	CPC	3.41
601344	Dakar Bus Rapid Transit System	2016	2021	ACTIVE	CPC	3.07
599828	BICIS Global Warehouse Finance Program	2015	2015	TERMINATED	A2F	0.02
593187	Microinsurance - CIDR	2014	2018	TERMINATED	FIG	0.70
599765	MicroCred Senegal MCF TA	2014	2018	CLOSED	FIG	1.85
600052	HiA Senegal	2014	2020	ACTIVE	HNP	0.71
600203	Warehouse Receipts System Development in Senegal	2014	2019	ACTIVE	EFI	1.42
599431	UEMOA Credit Bureau Project	2013	2019	ACTIVE	EFI	1.56
599601	PPP Capacity Building Seminars for Senegal	2013		TERMINATED	PPP	0.11
	Sub-Total					23.87

Advisory Services Approved pre-FY13 but active during FY13-17

Project ID	Project Name	Impl Start FY	Impl End FY	Project Status	Primary Business Line	Total Funds Managed by IFC
	None					-
	Sub-Total					-
	TOTAL					23.9

Source: IFC AS Portal Data as of 6/30/19

Annex Table 12: List of MIGA Projects Active in Senegal, FY13-17 (\$, millions)

Project ID	Project Title	Project Status	Fiscal Year	Sector	Investor Country	Max Gross Issuance
12514	Senegal Cross Currency Swap	Active	2016	Capital Markets	France, United Kingdom	100.2
7843	DP World Dakar S.A.	Active	2010	Infrastructure	United Arab Emirates	99.0
13563	Parc Eolien Taiba Nae™Diaye SA	Active	2017	Power	Mauritius	149.8
	Total					349.0

Source: MIGA with Project Brief as of 12/9/19