

**The Republic of Korea's Country
Partnership Strategy (CPS) for
the Republic of Senegal
2016-2020**

The Government of the Republic of Korea

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Acronyms

AIDI	Africa Infrastructure Development Index
CBA	Competency Based Approach
FONDEF	Fund for the Development of Technical and Vocational Education
LPSDPA	Letter of Sectoral Policy for the Development of Fisheries and Aquaculture
SDGs	Sustainable Development Goals
PAP	Priority Action Plan
PAQUET	Program for Quality, Equity, and Transparency Improvement in Education
PDES	Higher Education and Research Development Plan
PEPAM	Millennium Drinking Water and Sanitation Program
PNDS	National Plan for Health Development
PRACAS	Accelerated Agriculture Program in Senegal
PSE	Emergent Senegal Plan
STEM	Science, Technology, Engineering and Mathematics
STI	Science, Technology and Innovation
TVET	Technical and Vocational Education and Training
WEF	World Economic Forum

The Republic of Korea's Country Partnership Strategy for the Republic of Senegal

I. Summary

Emerging Senegal Plan (PSE, Plan Sénégal Emergent) (2014-2023)		
An emerging Senegal in 2035 with social solidarity and the rule of law		
Structural Transformation of Economy and Growth	Human Capital, Social Protection and Sustainable Development	Governance, Institutions, Peace and Security



Priority Action Plan (PAP, Plan d'Action Prioritaire) (2014-2018)	
Pillar 1	<ul style="list-style-type: none"> ▪ Macroeconomic Framework Stability ▪ Economic takeoff Program
Pillar 2	<ul style="list-style-type: none"> ▪ Social Protection Programs ▪ Access to Social Service Programs
Pillar 3	<ul style="list-style-type: none"> ▪ National Good Governance Program ▪ Public Administration Reforms ▪ Local Development, Peace and Security, Decentralization and Regionalization of Public Policies, Sub-Regional Integration



Objectives of the Republic of Korea's Development Cooperation for the Republic of Senegal
<p>The Korean Government will support the Senegalese Government in its realization of the PSE and PAP, focusing on the following objectives:</p> <ul style="list-style-type: none"> ▪ Rural development focusing on regional disparity reduction ▪ Human resources development for sustainable economic growth ▪ Health and sanitation improvement for better quality of life ▪ Transportation infrastructure construction to consolidate a foundation for economic development



Priority Cooperation Areas and Support Plans	<p style="text-align: center;">Rural Development, Agriculture and Fisheries</p> <ul style="list-style-type: none"> ▪ Support agricultural productivity ▪ Support reduction of interregional development disparity through rural development ▪ Support the fishery industry to increase income of fisher folks and job creation
	<p style="text-align: center;">Education</p> <ul style="list-style-type: none"> ▪ Support efforts to improve quality and accessibility of education ▪ Support training of skilled workers to meet the industrial labor market demand
	<p style="text-align: center;">Water Management and Health</p> <ul style="list-style-type: none"> ▪ Support sanitation improvement and access to safe drinking water ▪ Support local health service focusing on child and maternal health
	<p style="text-align: center;">Transport</p> <ul style="list-style-type: none"> ▪ Support development of maritime infrastructure ▪ Support improvement of transport infrastructure and user convenience

1. **(Vision)** The Government of the Republic of Korea will make development cooperation efforts to support the Government of the Republic of Senegal to achieve the goal of 'Emerging Senegal in 2035 with social solidarity and the rule of law' as stated in the Emerging Senegal Plan 2014-2023 (PSE) and the Priority Action Plan 2014-2018 (PAP).
2. **(Objectives)** Korea's Country Partnership Strategy 2016-2020 (CPS) for Senegal will focus on **improving agriculture productivity, promoting rural development and fishery industry development, enhancing quality of and access to education, strengthening health sector, improving drinking water and sanitation, and building maritime transport and logistics system infrastructures.**
3. **(Priority Cooperation Areas)** The priority cooperation areas reflect Senegal's development needs and Korea's strengths in development cooperation based on its own development experiences. Korea aims to allocate 70% of its bilateral ODA for Senegal to the following priority cooperation areas during the CPS period.
 - **Rural Development, Agriculture and Fisheries** including agriculture productivity, rural development, and fishery industry development
 - **Education** including quality of and access to education, TVET, and higher education
 - **Water Management and Health** including access to drinking water, sanitation facility and health service, child and maternal health care
 - **Transport** including maritime transport infrastructure, national connectivity, and logistics system infrastructure
4. **(SDGs Implementation)** Korea's development cooperation efforts for Senegal will be geared toward Senegal's implementation of the Sustainable Development Goals (SDGs) and align with the Emerging Senegal Plan and the Priority Action Plan through close consultation between Senegal and Korea in formulating eligible projects fit into these initiatives.

II. Priority Cooperation Areas and Implementation Strategy

A. Rural Development, Agriculture and Fisheries

1. Needs Assessment

More than 56% of the population live in rural areas and work in the agriculture, fisheries and livestock sector. A large gap in income and basic public services is evident between urban and rural areas, which necessitates development of rural regions and agriculture in order to establish a basis for sustainable and balanced economic development.

In Senegal, 56% of the working population works in agriculture, which occupies an important place in the country's economy and makes up 13.7% of

the GDP. Yet, there is an urgent need to improve agricultural yields given the heavy dependence on imported agricultural commodities. To increase agricultural productivity and rural household income, other issues should also be addressed, such as adoption of advanced agricultural technologies, expansion of arable lands, enhancement of market competitiveness, promotion of value chain, and training of skilled agricultural workforces.

To this end, the Government of Senegal has designated the agriculture sector as one of the key sectors in the Priority Action Plan (PAP, 2014-2018) and **drafted the Accelerated Agriculture Program in Senegal¹ (PRACAS, 2014-2017).** By implementing the PRACAS, Senegal aims to increase the productivity of key value chains, which in turn will improve general agricultural productivity, ensure food security, and increase employment opportunity, agricultural household income and export.

The key objectives of PRACAS include:

- Modernization of family farming through education and improved access to finance and agricultural machinery
- Promotion of eco-friendly or green agriculture entrepreneurship
- Increase in women and youth participation and employment opportunity by developing agricultural technologies and tools
- Build vulnerable groups' resilience

< PRACAS: Objectives and Expected Outcomes >

Production Objectives		Strategic Objectives	Expected Outcomes
Rice	Achieve self-sufficiency and produce 1.6 million tons by 2017	<ul style="list-style-type: none"> • Increase seed production and yield • Promote rain-fed rice farming in the West and highlands • Expand irrigated rice farming in the Senegal River Valley 	Foreign currency saving of 312.3 billion CFA as compared to 2012 through control of basic commodity prices
Onion	Achieve self-sufficiency and produce 0.35 million tons by 2016	<ul style="list-style-type: none"> • Seeds production • Covering the off-season 	Foreign currency savings of 9.25 billion CFA as compared to 2012
Groundnut	Achieve production of 1 million tons and annual export volume of 0.1 -0.15 million tons	<ul style="list-style-type: none"> • Go under complete restocking of seed within 2 years • Develop partnership on seed value chain with private sector • Expand mechanization 	Foreign currency inflow of 28.5 billion CFA through the export of 100-150 thousand tons of groundnuts
Horticulture	Achieve export volume of 0.157 million tons	<ul style="list-style-type: none"> • Support development of sustainable agricultural PPP • Promote the production, processing and marketing of off-season fruits and vegetables • Design and implement viable and consensual solutions for land management 	Foreign currency inflow of 76 billion CFA through export of horticulture

Source: République du Sénégal (2014) PRACAS; KOICA (2015) Cooperation Plans for Five Francophonic African Countries- the Case of Senegal.

¹ Programme de relance et d'accélération de la cadence de l'agriculture sénégalaise

On the other hand, fishing ranks first place for the export volume in 2015 (20.87% of total export earnings) and contributes 3.2% of the GDP. It plays a key role in nutrition and food security by **ensuring nearly 70% of animal protein intake and an average per capita consumption of 29kg/year** (ANSD² 2015). Development of aquaculture activities has been a strong option for Senegal to prevent excessive fishing, meet the demand for fish, and raise the income level in rural areas.

Under the fisheries and aquaculture sub-sector, policy guidance has recently been reaffirmed in the PSE and the Letter of Sectoral Policy for the Development of Fisheries and Aquaculture³ (LPSDPA, 2016-2023). **The PSE aims to increase the production of marine products to 10% and create 20,000 new jobs by 2023**, and the LPSDPA aims to support the PSE and the production of 40,000 tons of marine product by 2023.

< Aquaculture Development Strategy Framework >

Production Objective	Specific Objective	Expected Results
Achieve production of 31,000 ton of marine product during 2017-2021	Place conditions to attract private investment	Establish legal and economic foundation for aquaculture production
		Identify and secure space for aquaculture activities
		Establish and implement production and product monitoring plan
	Reinforce technical competency of stakeholders	Reinforce aquaculture cooperation network
		Establish window for private investment
		Organize stakeholders and professionals for aquaculture
		Strengthen capacity of producer and organize fieldtrip for benchmarking
	Build infrastructures and services supporting aquaculture development throughout the country	Strengthen capacity for management
		Promote and implement aquaculture product quality management
		Produce quality fry and increase its production
		Increase the production of aquaculture product through produced fry
		Develop marine aquaculture

Source : République du Sénégal

Similarly, **the valorization of fishery products is a priority issue in the light of the PSE guidelines, with particular emphasis on the development of competitive, high value-added sector.** To this end, the Senegalese government plans to place optimal conditions to enable fishermen, fishmongers and processors to operate in top form and improve quality of fishery value chains.

² Agence Nationale de Statistique et de la Démographie / National Agency for Statistics and Demography

³ La nouvelle Lettre de Politique Sectorielle de Développement de la Pêche et de l'Aquaculture

**< Strategic Action Plan: promotion of the aquatic product price valorization >
(abridged version)**

Objective of valorization	Strategy Axes	Actions
Promotion of aquatic product price valorization	Development of value chain in fishery industry	Improve conditions for production, transport and commercialization of products
		Reinforce sanitation control for aquatic products
		Strengthen research and development
	Restructuring of the fishery industry	Create funds for enterprises experiencing financial difficulty
		Effective use of investment fund for the fishery industry
	Establishment of industrial and artisanal aquatic product processing centers	Build a pilot website for artisan fishermen
		Strengthen capacity of the Fishery Technology and Promotion Unit
		Establish a pilot central market for processed aquatic products
		Establish policy of labeling product origin for promotion and quality control

Source : République du Sénégal. LPSDPA

2. Implementation Strategy

The Republic of Korea's development cooperation for the Government of Senegal will reflect key national policies, including Senegal's **PSE 2014-2023**, reformative tasks set in the **PRACAS 2014-2017 and LPSDPA 2016-2023**. The focus of the cooperation includes **agricultural productivity enhancement, rural development, and fisheries development**. Moreover, Korea's past development experience in comprehensive agricultural and rural development will be shared in the process.

Korea's CPS will support:

a. Agricultural productivity improvement

- Korea will support basic infrastructure and capacity building needed to improve agricultural productivity. This would cover farmland development and management with response strategy to climate change, agricultural input and technique enhancement, and agricultural technique training that reflects the local context.

b. Rural development

- Korea will support the Senegalese government's efforts to build basic social infrastructure and promote and strengthen local community organizations.

c. Fisheries development and productivity enhancement

- Korea will support the Senegalese government's efforts to develop policies and techniques for the development of the fisheries industry.

B. Education

1. Needs Assessment

The Senegalese population under the age of 20 comprises more than 52% of the total population. The large youth population in itself is a challenging factor in formal schooling and universal primary education. Despite the good progress made in the education sector, **the access to education needs to be improved.** The primary net enrollment rate is 77.6% in Dakar and nearby areas and 74.3% in other urban areas, while it stands at 52.1% in rural areas. **The enrollment rates of secondary and tertiary/higher education in Senegal are 34.9% and 5.1% respectively, which are lower than the sub-Saharan Africa average, 42.8% and 8.6% (2013), respectively.**

Moreover, **demand for higher education is rapidly increasing but access remains limited.** The number of newly enrolled college students increased from 16,000 in 2005 and 43,000 in 2013 to 54,000 in 2014. It is estimated that the number of university-level students is annually increasing by 10,000; however, national and private colleges' admission capacities are limited at 90,000 and 35,000 students, respectively. Moreover, the location of the five national and public universities are concentrated in major cities such as Dakar and Saint-Louis.

On the other hand, **the unemployment rate of youths with higher education is on the rise.** The unemployment rate of highly-educated youth rose from 16% in 2005 to 31% in 2011. Striving for quality education and improved teaching capacity for science, technology, engineering and mathematics (STEM) subjects is essential to overcome these current challenges.

The Senegalese government plans to develop human resources by aligning higher education with the industrial labor market demand (Competency-Based Approach, CBA), developing vocational and technical training, and promoting 'lifelong learning'.

< PSE: Core Tasks for the Higher Education and Vocational Training >

Category	Objectives	Contents
Aligning Higher Education with the Industrial Labor Market Demand	<ul style="list-style-type: none"> Finalize the plan to align higher education with industrial labor market demand by 2014 Implement 'target structure' by 2016 Double the employment rate within 5 years 	<ul style="list-style-type: none"> Identify the employment demand per industry Review career development system Engaging TVET into university curriculum
Developing Technical Vocational Education and Training	<ul style="list-style-type: none"> Develop TVET plan by 2014 and implement it by 2017 Increase the number of trainees to 400,000 by 2020 Increase the number of annual TVET graduate to 30,000 by 2020 	<ul style="list-style-type: none"> Identify the employment demand per industry Develop TVET plan and program
Promoting Lifelong Learning	<ul style="list-style-type: none"> Establish a development plan by 2014 and implement the plan by 2016 Establish a system that allows the Fund for the Development of Technical and Vocational Education (FONDEF) 	<ul style="list-style-type: none"> Identify the employment demands per industry Increase the number of lifelong learning programs Promote lifelong learning

	to be promoted to higher status organization by 2014	certification
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Source: République du Sénégal. PSE. Presentation of the portfolio of flagship projects and reforms; République du Sénégal (2014), PRACAS; KOICA (2015) Cooperation Plans for Five Francophonic African Countries- the Case of Senegal

The Senegalese government has included education and vocational training as one of the six key areas in the PAP. Furthermore, **it also developed the Program for Quality, Equity, and Transparency Improvements in Education 4 (PAQUET, 2013-2025) and the Higher Education and Research Development Plans 5 (PDES, 2013-2022) to support the PSE**, particularly its second axis – the promotion of human capital, social protection, and sustainable development.

Strategy	Priority Goals/Tasks
PAQUET 2013-2025	<ul style="list-style-type: none"> • Achieve universal basic education under the universal right to education • Provide TVET suited to the needs of market through partnership with the private sector • Improve the quality of education and learning • Develop teaching quality in the area of science, technology and innovation (STI) • Strengthen decentralization of education program management for more effective, efficient and inclusive governance • Strengthen the short and medium term efficiency of the education sector • Enhance the productivity of the teaching and non-teaching staff • Gradually increase the use of national language in the education system beyond functional literacy
PDES 2013-2022	<ul style="list-style-type: none"> • Increase the number of universities and renovate pre-existing university infrastructures • Promote development of STEM education • Introduce ICT in education and research • Support training of students and for professional workforce • Contribute to atmosphere that promotes education and research, and social dialogue • Promote careers in education, research and administrative and technological services • Improve higher education and research governances • Give new motivation to research and innovative works • Promote the ‘Senegal Study Abroad’ • Invest in higher education and research that can work as the foundations for knowledge creation and human resources development

2. Implementation Strategy

The development cooperation of the Republic of Korea aims support the Senegalese government’s efforts for human resource development as the foundation of sustainable economic growth. Its support will be based on the **PSE, PAQUET and PDES**. The cooperation will focus on **the quality of and access to education and the training of workforce in response to the industrial market demand**.

Korea’s development experience, particularly on the TVET system, policies and national industries in line with human resource development, will be shared in the process.

⁴ Programme d’Amélioration de la Qualité, de l’Équité et de la Transparence

⁵ Plan de développement de l’enseignement supérieur et de la recherche

Korea's CPS will support:

a. Quality of and access to education

- Korea will support the efforts to increase the quality of and access to education and reduce the regional gap in education opportunity. Special attention will be given to TVET and higher education infrastructure and IT-based education environment.

b. Training of workforce based on industrial market demand

- Korea will support the Senegalese government's efforts to respond to new industrial market demand, such as ICT and tourism, for the training of workforce. It will also support capacity building of TVET program trainers and the improvement of vocational competencies of women and youth.

C. Water Management and Health

1. Needs Assessment

Overall maternal and child health indicators showed marked improvement in Senegal, but the maternal and under-5 mortality rates remain high. A large urban-rural disparity is also observed for these rates. More efforts to improve the current lack of health services and health workforce are needed to improve health indicators. **Special attention in response to climate change and salinization is needed for the Sahel region with regard to drinking water and sanitation.** The low access to safe drinking water and sanitary facilities in rural regions is a serious concern.

< PSE: Key Challenges and Tasks in the Health Sector >

Category	Key Challenges	Tasks
Public Health	<ul style="list-style-type: none"> • Low health service capacities • Interregional inequality and poor access to health care service 	<ul style="list-style-type: none"> • Develop training program for community health center workers and improve health facilities • Strengthen cooperation between relevant government ministries and donor organizations
Community Health Centers and Health Posts	<ul style="list-style-type: none"> • Shortage of health workers and medical equipment/supplies • Interregional inequality and poor access to health care service 	<ul style="list-style-type: none"> • Promote equal allocation of health workers amongst regions • Increase medical equipment, supplies, resources
Hospitals	<ul style="list-style-type: none"> • Interregional inequality and poor access to health care service • Lack of adequate financial support or management that align with the demand and performance 	<ul style="list-style-type: none"> • Reduce interregional inequality • Provide support according to on-going activities and performance • Strengthen the management of hospital operations (e.g. contracts)
Private Sector	<ul style="list-style-type: none"> • Private sector concentration in major cities like Dakar and Thiès 	<ul style="list-style-type: none"> • Promote private sector development (especially for the secondary level hospitals or medical centers) • Expand access to finance

Medical Equipment/Supplies	<ul style="list-style-type: none"> Poor medical equipment/ supplies Shortage of medicine (especially in the rural areas) Inadequate or counterfeit equipment/supplies 	<ul style="list-style-type: none"> Improve the distribution route of medicine Strengthen the management of medical supplies Prevent corruption and embezzlement
Management and Finance	<ul style="list-style-type: none"> Poor access to medical care Excessive management cost Low quality training for health workers and disparity in interregional health worker distribution Poor system for strategic management of organization 	<ul style="list-style-type: none"> Develop public and private health insurances Reduce management cost Increase training for health workers and reduce interregional disparity in health worker distribution Strengthen the strategic management of systems
Child and Maternal Health	<ul style="list-style-type: none"> Poor access to health services Shortage of medicine (especially in the rural areas) Shortage of basic health workers 	<ul style="list-style-type: none"> Encourage balanced and equal allocation of health workers Build basic infrastructure and train health workers Increase the supply of medical equipment/devices
Drinking Water and Sanitary Facilities	<ul style="list-style-type: none"> Interregional disparity and poor access to drinking water and sanitary facilities Water quality problems in certain areas 	<ul style="list-style-type: none"> Reduce interregional disparity Develop response to salinization and climate changes

Source : République du Sénégal (2013). Document Sectoriel. Plan Sénégal Emergent. Santé.
 KOICA (2015). Cooperation Plans for Five Francophonic African Countries- the Case of Senegal.

In this regard, the Senegalese government aims to increase the access to basic social services and reduce the regional health care disparity. The government has expressed strong commitment and is currently implementing water, sanitation and hygiene program. Supporting the PSE goals to improve key health indicators, the National Plan for Health and Development⁶ (PNDS, 2009-2018) and Millennium Drinking Water and Sanitation Program⁷ (PEPAM, 2005-2015) are being implemented. The planning of the second phase of PEPAM is underway.

<National Strategies: Goals on Public Health, Drinking Water and Sanitation>

Strategy	Area	Goals
PSE 2014-2023	Public Health	<ul style="list-style-type: none"> Improve the quality of health services Prevent and eradicate diseases Promote child and maternal health services Improve the nutrition status of children and mothers Strengthen regional health service capacities Encourage good health sector governance
	Safe drinking water and sanitary facilities	<ul style="list-style-type: none"> Improve the access to safe drinking water in rural areas Develop sanitary facilities and sanitation services Promote inclusive and sustainable management of water resources Improve the governance in the sub-fields of safe drinking water and sanitation Increase public-private partnerships

⁶ Plan National de Développement Sanitaire

⁷ Programme Eau Potable et Assainissement du Millénaire

PNDS 2019-2018	Public Health	<ul style="list-style-type: none"> • Achieve 80% immunization rate for 0-11 month-old infants by 2017 • Reduce maternal, infant and youth mortality rates and disease incidence rate • Maintain the prevalence of HIV/AIDS to less than 1% of the total population • Improve governance in the health sector • Increase the health insurance coverage to 62% of the population by 2017 through the health insurance program for the poor
PEPAM 2005-2015	Drinking water and sanitary facilities for urban area	<ul style="list-style-type: none"> • Connect the water supply network to 1.64 million people living in urban areas and achieve 88% coverage in Dakar and 79% coverage in inland areas by 2015 (in 2002, the rates were 75.7% and 57.1%, respectively) • Improve the access to sanitary facilities for 1.73 mil people (56.7% in 2002→78% in 2015)
	Drinking water and sanitary facilities for rural area	<ul style="list-style-type: none"> • Improve access to water by connecting 2.30 million people living in rural areas with water supplies (64% in 2004→82% in 2015) • Increase access to the waste water recycling plan by 355,000 agricultural households (17% in 2004→59% in 2015) • Create sanitary environment in schools, community health centers, markets, and public buildings through the construction of 3,360 additional sanitary facilities

2. Implementation Strategy

The development cooperation of the Republic of Korea will recognize the **PSE, PNDS and PEPAM** and focus on **public health, drinking water and sanitation conditions**. Its past development experience and knowledge of national-level health care system, water supply, and sewerage infrastructure will be shared in the process.

Korea's CPS will support:

a. Access to safe drinking water and sanitary environment

- Korea will support the Senegalese government's efforts to improve access to safe drinking water, steady water supply and sanitary facilities in rural areas. The support aims to improve basic social services for the vulnerable groups.

b. Basic health care system improvement

Korea will support the efforts to improve access to universal health service and training of health workers focusing on child and maternal health care. The support aims to strengthen basic health care system in communities, improve child and maternal health conditions, and increase means to treat major diseases.

D. Transport

1. Needs Assessment

The PSE plan also aims for Senegal to be an emerging market economy by 2035 by making it a hub for West Africa. To reach this objective, the Senegal government has been making efforts to reinforce its infrastructures. **Reflecting the current trade route- around 95% of Senegal's trade relies on maritime transport- much investment has been made to improve the port infrastructure, placing it in a relatively advanced developed position than road and railways infrastructures.**

According to the 2016 Global Competitiveness Report of the World Economic Forum (WEF), **the quality of port infrastructure was rated 4.0 out of 7.0, placing Senegal in 54th place out of 138 countries.** Road and railways infrastructures were given a relatively lower score of 4.0 (71st) and 2.2 (85th), respectively.

In the regional infrastructure development landscape, **Senegal's efforts to improve transport infrastructure has placed itself in a relatively advanced position than its regional peers.** According to the 2016 Africa Infrastructure Development Index (AIDI) of African Development Bank, **Senegal has ranked 16th among 54 African countries, scoring 24.7 out of 100,** while the West African average is 18.79. The national progress was noted as Senegal scored 21.66 out of 100, ranking 18th out of 53 countries in 2010 AIDI.

However, **the recent AIDI transport index placed Senegal in 38th place, with a score of 3.47, indicating a lower level of development for the transportation sector.** A few years ago in 2010, Senegal obtained the score of 3.37, 36th place. **Overcoming slow progress remains a challenging task for the Senegalese government.**

In this regard, the Senegalese government is continuing its effort to expand its transport infrastructure and strengthen its management capacities to support the PSE goals, infrastructure and logistics development.

<PSE: Transport Infrastructure Expansion Goals by 2017>

Category	Goals
Road Transport Infrastructure	<ul style="list-style-type: none">• Construction of 1,170km of paved roads• Construction of 4,000km of provincial roads• Construction of 7 bridges• Construction and modernization of bus terminals
Marine Infrastructure	<ul style="list-style-type: none">• Construction of port infrastructure and passenger terminals• Redevelopment of ports
Railway Infrastructure	<ul style="list-style-type: none">• Reconstruction of 573km of railways• Construction of standard gauge railways
Air Transport Infrastructure	<ul style="list-style-type: none">• Redevelopment of local airfields

Source : République du Sénégal. Senegal Emerging Plan. 2014.

2. Implementation Strategy

The development cooperation of the Republic of Korea in Senegal will focus on **maritime infrastructure, national connectivity, and logistics service**, while reflecting the goals of the **PSE**.

Korea's experience and knowledge from its own national transport network development based on the comprehensive national land development plan and on IT-based intelligent transport and road system will be shared in the process.

Korea's CPS will support:

a. Maritime infrastructure

- Recognizing the importance of maritime transport for trade and balanced development in Senegal, Korea's support will focus on port management, river dredging management, logistics infrastructure, and maritime logistics service enhancement.

b. National connectivity and logistics system

- Korea will support the expansion of integrative transport-logistics system and its utility enhancement, while paying attention to the regions with low connectivity to support Senegal's efforts for inclusive development of local economies and advancement towards becoming a regional logistics hub.

III. Country Partnership Strategy (CPS) Evaluation Framework

Plan Senegal Emergent (PSE, Senegal Emerging Plan 2014-2023) Turning Senegal into an emerging economy through social solidarity and the rule of law by 2035				
CPS Strategic Goals				
Priority Areas	Goals	Challenges	Output	Evaluation Index
Rural Development, Agriculture and Fisheries	Contribute to the balanced economic development of Senegal through rural and fisheries development	<ul style="list-style-type: none"> • Vulnerability to climate changes (rainfall, salinization) • Poor infrastructure • Level of community integration 	<ul style="list-style-type: none"> • Strengthened basic agricultural infrastructure • Increased agricultural productivity and income 	CPS Conformity (whether a project has been appropriately identified and developed in accordance with the CPS goals) Project Implementation Status (whether projects aligned with CPS has been implemented)
Education	Contribute to the establishment of a foundation for sustainable economic growth through human resources development	<ul style="list-style-type: none"> • Poor infrastructure • Poor teaching capacity • Poor curriculum and educational systems 	<ul style="list-style-type: none"> • Improved quality of and access to education • Advanced industrial workforce that accommodates labor market demand 	
Water Management and Health	Improve the quality of life by improving health environment	<ul style="list-style-type: none"> • Poor infrastructure and systems • Shortage of health workers and funds • Level of community integration 	<ul style="list-style-type: none"> • Better access to safe drinking water and sanitary facilities • Improved universal access to regional child and maternal health care services 	
Transport	Contribute to the establishment of a foundation for economic growth by developing transportation infrastructure	<ul style="list-style-type: none"> • Poor infrastructure • Shortage of government funds • Lack of private sector investment • 	<ul style="list-style-type: none"> • Comprehensive marine infrastructure • Improved road transport infrastructure 	

IV. Mid-Term Allocation Plan

Korea aims to allocate 70% of its bilateral ODA to the **priority areas**, while some flexibility will be applied in order to accommodate urgent humanitarian needs and socio-economic changes in Senegal.

Also, resource allocation will be adjusted based on program implementation, policy dialogue, interim monitoring, delay in projects, or other possible circumstantial changes.

The budget allocation may also be subjected to adjustment during budget discussions and project planning stages, and is subjected to parliamentary decision.

V. Partnership Plans

Korea will cooperate with other donor organizations and develop joint cooperation plans to improve project effectiveness and harmonization in order to support Senegal's implementation of key policy tasks for agriculture, education and health sectors. Korea will also actively participate in the donors' consultative meetings and thematic working groups for each priority cooperation area to avoid project overlap and share best practices, projects and experiences.

Joint or collaborative projects with various partners involved in different priority cooperation areas specified in Senegal's National Development Plan will be reviewed to create synergy and maximize project impact. In addition, Korea will consider partnership with AfDB and WB for large-scale infrastructure development.

- **Partnership with the private sector**

Korea will work closely with local CSOs in Senegal to improve the effectiveness of community-participatory regional development projects and to strengthen the capacities of community health workers.

- **Alignment with Senegal development plans and systems**

Korea will establish mid-to-long term aid strategies in priority cooperation areas that are aligned with Senegal's PSE and sectoral implementation plans.

Through periodic policy discussions and working group meetings with Senegal, Korea will review the possibility of cooperation among projects, and its coherency with Korea and Senegal's policy from the project development stage. In doing so, Korea will seek to maximize the synergy effect and promote effective programs through establishing network within and across projects.

Korea will also review how it can incorporate the pre-existing system in the Senegalese government—such as public finance management, public procurement system—to diversify project methods. Moreover, Korea will consider Senegal's

financial management capacity, financial soundness, transparency in financial management, and levels of governance improvement by areas and take gradual steps in carrying out projects.

- **Strengthening M&E**

Korea plans to strengthen project evaluation and monitoring systems for the comprehensive implementation of projects and its continuous improvements.

Information from evaluation and monitoring result will be reviewed and follow up improvement plan will be discussed with government offices and relevant organizations in Senegal during periodic project management meetings in order to monitor progress.

