Senegal Tourism and Enterprise Development Project (P146469)

AFRICA | Senegal | Finance, Competitiveness and Innovation Global Practice | IBRD/IDA | Investment Project Financing | FY 2017 | Seq No: 6 | ARCHIVED on 15-Feb-2020 | ISR40445 |

Implementing Agencies: Republic of Senegal, Agence pour la Promotion des Investissements et des Grands Travaux (APIX)

Key Dates

Key Project Dates

- Bank Approval Date: 26-Apr-2017
- Effectiveness Date: 31-Aug-2017
- Planned Mid Term Review Date: 13-Jan-2020
- Actual Mid-Term Review Date: 13-Jan-2020
- Original Closing Date: 30-Jun-2022
- Revised Closing Date: 30-Jun-2022

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The Project Development Objective (PDO) is to create conditions necessary to increase private investment in tourism in the Saly area, and strengthen enterprise development in Senegal.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

No

Components Table

Name

- Sustainable Tourism Development: (Cost $50.00 M)
- Supporting Enterprise Creation and Growth: (Cost $19.50 M)
- Project implementation: (Cost $4.50 M)

Overall Ratings

<table>
<thead>
<tr>
<th>Name</th>
<th>Previous Rating</th>
<th>Current Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress towards achievement of PDO</td>
<td>Moderately Unsatisfactory</td>
<td>Moderately Unsatisfactory</td>
</tr>
<tr>
<td>Overall Implementation Progress (IP)</td>
<td>Moderately Unsatisfactory</td>
<td>Moderately Unsatisfactory</td>
</tr>
<tr>
<td>Overall Risk Rating</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
</tbody>
</table>

Implementation Status and Key Decisions

The MTR mission found that the project development objective remains relevant and should not be revised. It also noted difficulties in project implementation in the first two years after approval, which led to project ratings being downgraded in May 2019. However, significant progress was achieved in the second half of CY2019, such that the disbursement rate almost tripled and a few results indicators were achieved or even surpassed. Namely, phase 1 of the Saly beach protection works has been completed. The Senegal Market Access Facility (SMAF) was finally launched in October 2019, and 22 Small and Medium Enterprises (SMEs) have already been selected to benefit from the export matching grant. About 70% of the Business Plan Competition round 1 grants have already been paid to the winners, which facilitated the creation of over 300 jobs so far. The Saint-Louis One-Stop-Shop (OSS) is now operational, providing over five government-to-business services, and the Saly OSS is nearly ready. However, MTR recommendations should be implemented swiftly to ensure that sub-component 1.1 activities can be implemented successfully in the remaining project lifetime; that the BPC round 1 is wrapped up and round 2 launched in March 2020 under revised procedures;
that counterpart funds are mobilized to finalize the compensation of project-affected people; and that the results framework is revised to better reflect project objectives.

Risks

Systematic Operations Risk-rating Tool

<table>
<thead>
<tr>
<th>Risk Category</th>
<th>Rating at Approval</th>
<th>Previous Rating</th>
<th>Current Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political and Governance</td>
<td>Moderate</td>
<td>Moderate</td>
<td>Moderate</td>
</tr>
<tr>
<td>Macroeconomic</td>
<td>Moderate</td>
<td>Moderate</td>
<td>Moderate</td>
</tr>
<tr>
<td>Sector Strategies and Policies</td>
<td>Moderate</td>
<td>Moderate</td>
<td>Moderate</td>
</tr>
<tr>
<td>Technical Design of Project or Program</td>
<td>Substantial</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
<tr>
<td>Institutional Capacity for Implementation</td>
<td>Moderate</td>
<td>Moderate</td>
<td>Moderate</td>
</tr>
<tr>
<td>and Sustainability</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fiduciary</td>
<td>Substantial</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
<tr>
<td>Environment and Social</td>
<td>Substantial</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>Other</td>
<td>Substantial</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
<tr>
<td>Overall</td>
<td>Substantial</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
</tbody>
</table>

Results

PDO Indicators by Objectives / Outcomes

Create conditions necessary to increase private investment in tourism in the ‘Saly’ area

<table>
<thead>
<tr>
<th>IN008000102</th>
<th>Net area of beaches gained due to protection and restoration investments under the project in the intervention areas (according to defined criteria: sand beach for swimming, fisherman village areas - (Square Meter(m2), Custom)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>Actual (Previous)</td>
</tr>
<tr>
<td>Value</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Date


Private investments in tourism in the Saly area (Absolute numbers) - increased at least 2% by end of project (Percentage, Custom)

<table>
<thead>
<tr>
<th>IN008000104</th>
<th>Private investments in tourism in the Saly area (Absolute numbers) - increased at least 2% by end of project (Percentage, Custom)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>Actual (Previous)</td>
</tr>
<tr>
<td>Value</td>
<td>0.00</td>
</tr>
</tbody>
</table>
### Strengthen enterprise development in Senegal

#### IN00800103

**Share of enterprises supported under the SMAF with increase in annual volume of exports of at least 2% from time of provision of support (Percentage) (Percentage, Custom)**

<table>
<thead>
<tr>
<th>Value</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>04-Jan-2017</td>
<td>08-Nov-2019</td>
<td>11-Feb-2020</td>
<td>30-Jun-2022</td>
</tr>
<tr>
<td>Comments</td>
<td>The SMAF was launched in October 2019. Selected SMEs have not yet received the matching grants.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### IN00800105

**Share of new enterprises supported under the BPC in operation 6 months after receiving full payment of support (Percentage) (Percentage, Custom)**

<table>
<thead>
<tr>
<th>Value</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comments</td>
<td>18 winners have now received their full payment at least six months ago, and they are all still in operation.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### IN00800116

**Share of new enterprises supported under the BPC in operation 24 months after receiving full payment of support (Percentage) (Percentage, Custom)**

<table>
<thead>
<tr>
<th>Value</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>02-Jan-2017</td>
<td>08-Nov-2019</td>
<td>11-Feb-2020</td>
<td>30-Jun-2022</td>
</tr>
<tr>
<td>Comments</td>
<td>No enterprise has received the full payment 24 months ago.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### IN00800117

**Average time it takes to complete government-to-business services on investment platforms/OSSs is decreased by at least 25% (Percentage, Custom)**

<table>
<thead>
<tr>
<th>Value</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>04-Jan-2017</td>
<td>08-Nov-2019</td>
<td>11-Feb-2020</td>
<td>30-Jun-2022</td>
</tr>
<tr>
<td>Comments</td>
<td>On average, the service delivery time for 4 services offered at the Saint Louis OSS has been cut in half relative to 2016/2017.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Intermediate Results Indicators by Components

#### Sustainable Tourism Development

**IN00800118**

► Integrated coastal management plans have been developed and dedicated unit for its implementation has been established (Yes/No, Custom)

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Value**

<table>
<thead>
<tr>
<th>Date</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
</table>

**Comments:**

Not yet due

**IN00800120**

► Institutional and financial arrangements for exploiting and maintaining the infrastructures of the beaches have been defined and agreed to (Yes/No, Custom)

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Value**

<table>
<thead>
<tr>
<th>Date</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
</table>

**Comments:**

Not yet due

**IN00800122**

► Number of groins and breakwaters properly installed (Number, Custom)

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>15.00</td>
<td>15.00</td>
<td>21.00</td>
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</table>

**Value**

<table>
<thead>
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<th>Date</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
</table>

**IN00800124**

► Effective public-private dialog mechanisms for destination access and management are established (Yes/No, Custom)

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Value**

<table>
<thead>
<tr>
<th>Date</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
</table>

**IN00800126**

► Tourism sector beneficiaries who consider that the project is responsive to their views (citizen engagement) (Percentage, Custom)

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>95.00</td>
<td>75.00</td>
</tr>
</tbody>
</table>

**Value**

<table>
<thead>
<tr>
<th>Date</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
</table>

**Comments:**

A satisfaction survey was recently conducted among ~80 beneficiaries in Saly.
## Direct project beneficiaries (Number, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td>0.00</td>
<td>150.00</td>
<td>150.00</td>
<td>1,000.00</td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td>04-Jan-2017</td>
<td>08-Nov-2019</td>
<td>11-Feb-2020</td>
<td>30-Jun-2020</td>
</tr>
<tr>
<td><strong>Comments</strong></td>
<td>This is calculated based on BPC beneficiaries</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Female beneficiaries (Percentage, Custom Supplement)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td>0.00</td>
<td>26.00</td>
<td>26.00</td>
<td>30.00</td>
</tr>
</tbody>
</table>

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## Supporting Enterprise Creation and Growth

**IN00800119**

### Number of beneficiary firms that exported to a new market after receiving support from the SMAF (Number, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>25.00</td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td>04-Jan-2017</td>
<td>08-Nov-2019</td>
<td>11-Feb-2020</td>
<td>30-Jun-2022</td>
</tr>
</tbody>
</table>

**IN00800121**

### Value of additional exports of businesses supported under the SMAF (Amount(USD), Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>25,000,000.00</td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td>04-Jan-2017</td>
<td>08-Nov-2019</td>
<td>11-Feb-2020</td>
<td>30-Jun-2022</td>
</tr>
</tbody>
</table>

**IN00800123**

### Female entrepreneurs that received training and support to write a business plan under the BPC (Percentage, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td>0.00</td>
<td>10.00</td>
<td>10.00</td>
<td>100.00</td>
</tr>
<tr>
<td><strong>Comments</strong></td>
<td>The definition of this indicator and the targets will need to be reviewed.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**IN00800125**

### Number of BPC beneficiary enterprises (Number, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td>0.00</td>
<td>146.00</td>
<td>146.00</td>
<td>500.00</td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td>04-Jan-2017</td>
<td>08-Nov-2019</td>
<td>11-Feb-2020</td>
<td>30-Jun-2022</td>
</tr>
</tbody>
</table>
### Implementation Status & Results Report

#### Senegal Tourism and Enterprise Development Project (P146469)

**IN00800127**

- **Number of SMEs accessing registration and business advisory services at regional investment platforms (potential and existing) (Number, Custom)**

<table>
<thead>
<tr>
<th>Value</th>
<th>Date</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>04-Jan-2017</td>
<td>04-Jan-2017</td>
<td>21-Oct-2019</td>
<td>11-Feb-2020</td>
<td>30-Jun-2020</td>
</tr>
<tr>
<td>529.00</td>
<td>21-Oct-2019</td>
<td>529.00</td>
<td>529.00</td>
<td>1,000.00</td>
<td></td>
</tr>
</tbody>
</table>

**IN00800129**

- **At least three regional investment platforms/OSSs established and operational (Yes/No, Custom)**

<table>
<thead>
<tr>
<th>Value</th>
<th>Date</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>08-Nov-2019</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>11-Feb-2020</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>30-Jun-2022</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Comments:**
One OSS operational so far

**IN00800130**

- **At least five services available on investment platforms/OSSs (Yes/No, Custom)**

<table>
<thead>
<tr>
<th>Value</th>
<th>Date</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>21-Oct-2019</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>11-Feb-2020</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>30-Jun-2022</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Comments:**
The Saint Louis OSS is providing over 5 services

**IN00800132**

- **Number of new workers employed by enterprises supported under the BPC/SMAF (Number, Custom)**

<table>
<thead>
<tr>
<th>Value</th>
<th>Date</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
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<td>04-Jan-2017</td>
<td>04-Jan-2017</td>
<td>21-Oct-2019</td>
<td>11-Feb-2020</td>
<td>30-Jun-2022</td>
</tr>
<tr>
<td>178.00</td>
<td>21-Oct-2019</td>
<td>178.00</td>
<td>384.00</td>
<td>200.00</td>
<td></td>
</tr>
<tr>
<td>384.00</td>
<td>11-Feb-2020</td>
<td>384.00</td>
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<td>200.00</td>
<td>30-Jun-2022</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

### Data on Financial Performance

#### Disbursements (by loan)

<table>
<thead>
<tr>
<th>Project</th>
<th>Loan/Credit/TF</th>
<th>Status</th>
<th>Currency</th>
<th>Original</th>
<th>Revised</th>
<th>Cancelled</th>
<th>Disbursed</th>
<th>Undisbursed</th>
<th>% Disbursed</th>
</tr>
</thead>
<tbody>
<tr>
<td>P146469</td>
<td>IDA-60190</td>
<td>Effective</td>
<td>USD</td>
<td>74.00</td>
<td>74.00</td>
<td>0.00</td>
<td>26.74</td>
<td>51.20</td>
<td>34%</td>
</tr>
</tbody>
</table>

#### Key Dates (by loan)

<table>
<thead>
<tr>
<th>Project</th>
<th>Loan/Credit/TF</th>
<th>Status</th>
<th>Approval Date</th>
<th>Signing Date</th>
<th>Effectiveness Date</th>
<th>Orig. Closing Date</th>
<th>Rev. Closing Date</th>
</tr>
</thead>
</table>
Cumulative Disbursements

Restructuring History

There has been no restructuring to date.

Related Project(s)

There are no related projects.