



Country Action Plan for Senegal

29/02/2024

Implementation in Senegal:



In partnership with:



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CAP methodology – Prioritization and Operationalization of Interventions

The Country Action Plan (CAP) aims to develop and plan concrete interventions / activities for the IYBA-SEED action, based on the pre-captured information of the preliminary diagnostics and subsequent Deep Dive consultations.

Part 1 of the CAP - Outline of context and opportunities

Part 1 of the CAP gathers information on the **context and opportunities in a given IYBA-SEED country**. It reflects the differences in the state of play of project implementation in the 5 countries. It aims at collecting targeted information relevant (narrowed down) to the respective project. Hence, the starting point of the CAP template are the already explored intervention opportunities in a targeted country; and a good knowledge of the economic situation including pre-identified sector(s) and/or regions.

In principle, **Part 1 aims at capturing pertinent information that guides the implementing agencies towards potential IYBA-SEED interventions in a given country context**. It assumes that the data and analysis of opportunities provided by the preliminary diagnostics are taken as a starting point which is complemented with additional information (e.g. on context, the overall entrepreneurship ecosystem and particular framework conditions, economic/investment situation, socio-cultural norms). Part 1 takes a long-term perspective, bearing in mind the entire project phase (2023-2026) as well as a subsequent phase leading up to 2030.

Part 2 of the CAP - Detailed Project Management tool

Part 2 of the CAP entails guiding questions for the **concrete project planning**, including relevant Monitoring and Evaluation information as well as supportive project management tools/templates. Part 2 of the CAP should only be filled once one or more pre-identified intervention(s) and activities have been checked with the EUD/PMU. The template is to be filled out for each single IYBA-SEED intervention in a given country context.



Part 1: Outline of Context and Opportunities

A) Reference to Diagnostics

=> According to the preliminary diagnostics* and your experience in the country, what are the **top 10 main gaps/challenges in the entrepreneurial ecosystem** (governance structure/policies, financing, implementation, cultural norms) that the IYBA SEED beneficiaries ((very-)early stage businesses and entrepreneurs (pre-seed and seed) led by young entrepreneurs (18-35yo) and/or women entrepreneurs (of all ages) face? *Adelphi reports

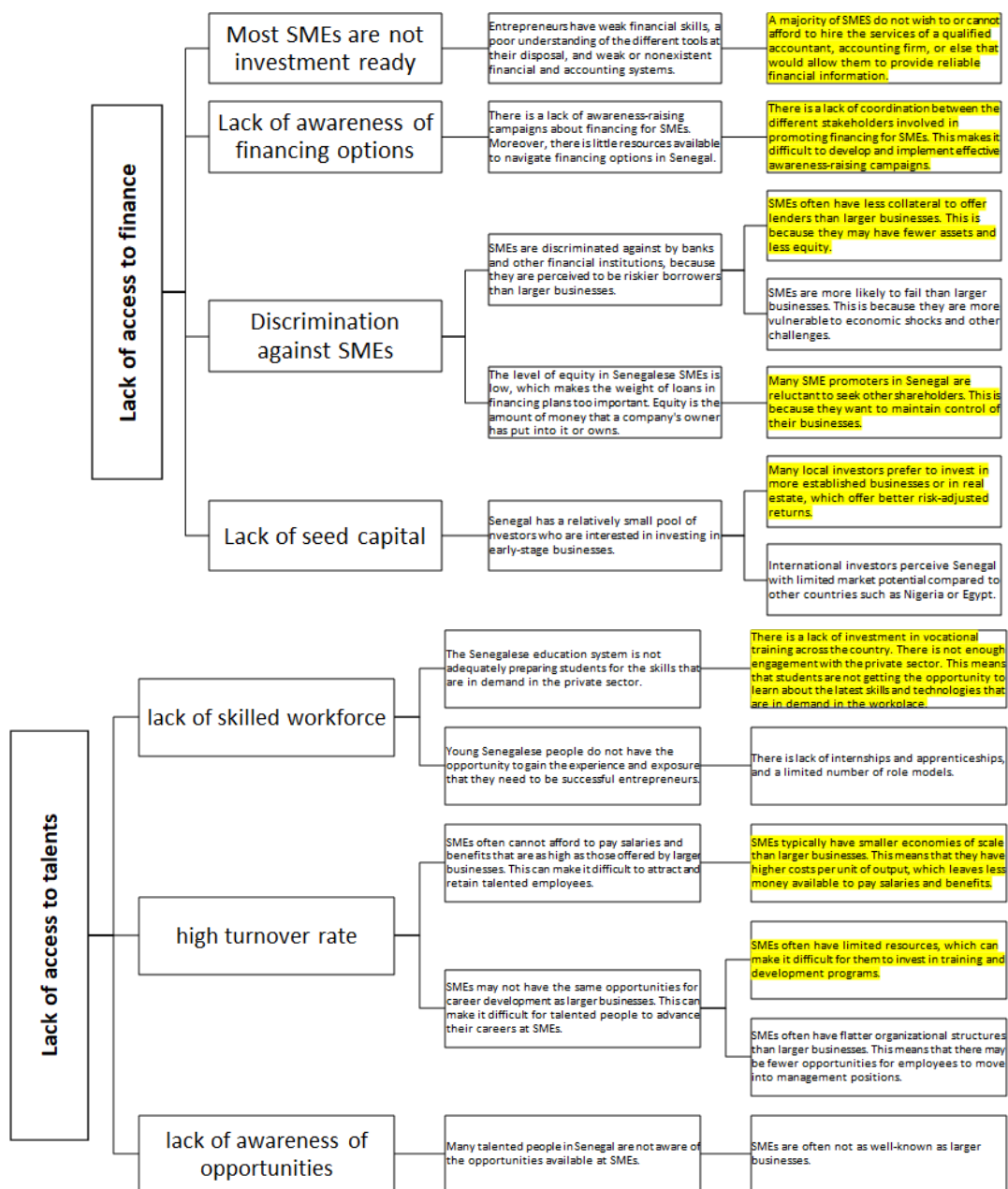
- 1) **Lack of coordination and clarity of the actors and offers/services available to entrepreneurs:** one of the major problems is the identification of the players and their roles. This leads to limited access to information, a lack of coordination and very limited influence from the ESOs. The diversity of the players, combined with their lack of synergy make it difficult to implement collective actions, which leads to a lack of a community of practice, a lack of alignment of approaches and a loss of effort. Even at the state level, there is no strong leadership from one actor, but several ministries and different public agencies. The players are also vulnerable because they depend on external funding.
- 2) **Lack of effectiveness of business support programmes:** BDS providers are still fragile, with governance, business model and human resources issues not enabling them to be as effective as they could be.
- 3) **Lack of access to finance:** This is a major challenge for entrepreneurs in Senegal (at all stages: pre-seed, seed, acceleration), but it is especially difficult for young entrepreneurs and women entrepreneurs. There are a number of factors that contribute to this, including a lack of rigor and maturity on the part of companies but also a lack of collateral, high interest rates, and complex loan/investment application processes.
- 4) **Difficult regulatory environment:** The regulatory environment in Senegal can be complex and difficult to navigate for entrepreneurs. This is especially true for young entrepreneurs and women entrepreneurs who may not have the resources or expertise to deal with complex bureaucratic procedures, especially fiscal and customs ones.
- 5) **High cost of doing business:** The cost of doing business in Senegal is relatively high, especially compared to other countries in Africa. This can make it difficult for entrepreneurs to compete and make a profit.
- 6) **Cultural norms that discourage entrepreneurship:** There is still a strong stigma associated with entrepreneurship in Senegal, especially for women. This can make it difficult for young entrepreneurs and women entrepreneurs to raise capital, find support, and build their businesses.
- 7) **Lack of awareness of entrepreneurial opportunities:** Many young people in Senegal are not aware of the entrepreneurial opportunities that exist. This is due to a lack of education and exposure to entrepreneurship.
- 8) **Gender discrimination:** Women entrepreneurs face a number of challenges in Senegal, including gender discrimination. This can make it difficult for them to raise capital, find mentors, and build their businesses.
- 9) **Age discrimination:** Young entrepreneurs also face a number of challenges in Senegal, including age discrimination. This can make it difficult for them to be taken seriously and to gain the trust of potential investors and partners.

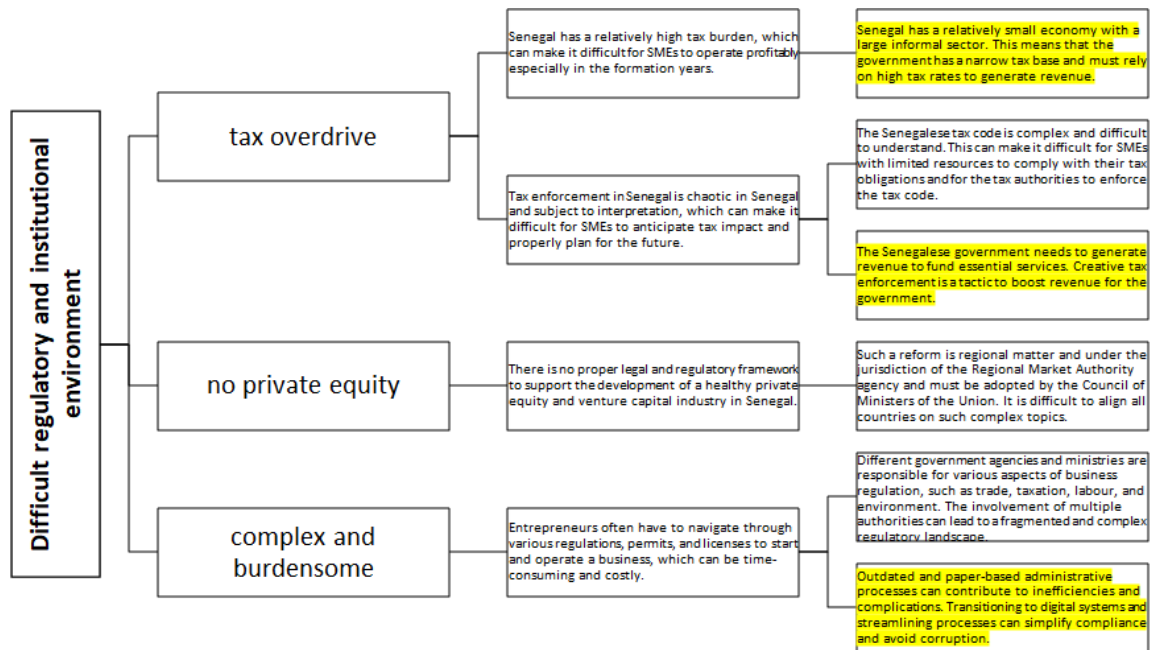
In a **Tree** diagram:

Problem Tree

=> Please identify the first degree root causes and the second degree root causes for the selected **top 5** main gaps/ challenges for IYBA SEED beneficiaries and identify the final core of the issue in your opinion (the '**why**' of which the programme will focus on tackling for each issue)







Solution Tree

=> Identify the main root causes the programme could realistically seek to address and why this is possible

Lack of coordination and clarity of the actors and offers/services available to entrepreneurs

- Difficulty in identifying the players and their roles clearly.
- Limited access to information, lack of coordination and very limited capacity to influence.
- Difficult to implement collective actions - lack of community of practice, lack of alignment of approaches and a wasted effort.
- Lack of control and standardisation: difficulty in measuring the performance and impact of interventions. Possibility of inexperienced structures operating without control.
- A large proportion of support structures have fragile economic models: lack of quality in the mission of supporting
- mission of supporting entrepreneurs.
- The terminology used in the ecosystem is unclear: it is difficult to precisely match and needs.

Lack of access to finance

- Most Startups and SMEs are not investment ready: A majority of Startups and SMEs do not wish to or cannot afford to hire the services of a qualified accountant, accounting firm, or else that would allow them to provide reliable financial information.
- Lack of awareness of financing options: There is a lack of coordination between the different stakeholders involved in promoting financing for Startups and SMEs. This makes it difficult to develop and implement effective awareness-raising campaigns.
- Discrimination against SMEs: SMEs often have less collateral to offer lenders than larger businesses. This is because they may have fewer assets and less equity.
- Discrimination against SMEs: Many Startup and SME promoters in Senegal are reluctant to seek other shareholders. This is because they want to maintain control of their businesses.
- Lack of seed capital: Many local investors prefer to invest in more established businesses or in real estate, which offer better risk-adjusted returns.



Lack of access to talents

- F. Lack of skilled workforce: There is a lack of investment in vocational training across the country. There is not enough engagement with the private sector. This means that students are not getting the opportunity to learn about the latest skills and technologies that are in demand in the workplace.
- G. Lack of skilled workforce: SMEs typically have smaller economies of scale than larger businesses. This means that they have higher costs per unit of output, which leaves less money available to pay salaries and benefits.
- H. High turnover rate: SMEs often have limited resources, which can make it difficult for them to invest in training and development programs.

Lack of access to local, regional and international markets

- I. Lack of trust: The tax burden on businesses in Senegal is high, and the bureaucracy is complex and time-consuming. This makes it difficult for businesses to operate formally.

Difficult regulatory and institutional environment

- J. Tax overdrive: Senegal has a relatively small economy with a large informal sector. This means that the government has a narrow tax base and must rely on high tax rates to generate revenue.
- K. Tax overdrive: The Senegalese government needs to generate revenue to fund essential services. Creative tax enforcement is a tactic to boost revenue for the government.
- L. Complex and burdensome: Outdated and paper-based administrative processes can contribute to inefficiencies and complications. Transitioning to digital systems and streamlining processes can simplify compliance and avoid corruption.

=> What are the **possible intervention** (solutions) opportunities of the programme that would seek to address the root causes identified in 2a? When possible, refer to the activities already proposed under IYBA SEE ToC. You can then develop how they will be implemented more specifically in section G (stakeholders involved, region, sectors, etc.)

Intervention 1: Improving services of selected BDS for SEED beneficiaries aware of their needs

Intervention 2: Establish a system of effective communication and collaboration among the actors within the ecosystem.

Intervention 3: Support public institutions in policies and initiatives aimed at improving the Senegalese entrepreneurial climate

=> What are the **prospects for the identified intervention opportunities until 2030**? How can the project take advantage of these and **what is the added value provided**?

1. increase access to clear information for SEEDs
2. improve the coherence of the entrepreneur's path
3. increase quality and the effectiveness of support
4. increase the availability of suitable financing for SEEDs
5. increase business creation and survival rate
6. improving dialogue and coordination between stakeholders
7. increase access to clear business information for SEEDs
8. improve the survival rate of startups
9. make reforms and laws in favour of entrepreneurship effective



=> What entrepreneurial ecosystem **policy/governmental reforms or developments** are ongoing in the country?

Senegal recently passed a startup act bill. The Senegalese Startup Act reform is a major overhaul of the country's startup ecosystem. The reform aims to create a more supportive environment for startups, with the goal of fostering innovation and economic growth.

The reform includes several key changes, such as:

1. Providing tax and other financial incentives: The reform provides a number of tax and other financial incentives to startups, such as exemptions from certain taxes and duties, and access to government grants and loans.
2. Creating a startup support system: The reform creates a startup support system that includes a dedicated startup agency, incubators, and accelerators. This system will provide startups with the resources and support they need to succeed.
3. Promoting access to capital: The reform promotes access to capital for startups by creating a venture capital fund and encouraging investment in startups.

The Senegalese Startup Act reform is a significant step towards creating a more supportive environment for startups in Senegal. The reform is expected to have a positive impact on the country's economy by fostering innovation and job creation. In addition to the key changes listed above, the Senegalese Startup Act reform also includes a few other provisions aimed at supporting startups, such as:

1. Protecting intellectual property: The reform strengthens the protection of intellectual property rights, which is important for startups that are developing new products and services.
2. Promoting collaboration between startups and government agencies: The reform encourages collaboration between startups and government agencies, which can help startups to access government resources and markets.
3. Supporting the development of a startup culture: The reform supports the development of a startup culture in Senegal by promoting entrepreneurship education and awareness.

Overall, the Senegalese Startup Act reform is a comprehensive and ambitious set of reforms that are designed to create a more supportive environment for startups in Senegal. The reform is expected to have a positive impact on the country's economy by fostering innovation and job creation. The Senegalese Startup Act reform is being implemented by the Ministry of Digital Economy and Innovation, with the support of a dedicated startup agency called the commission d'évaluation, d'appui et de coordination des start-up (CEAC). The CEAC is responsible for coordinating the implementation of the reform and providing support to startups.

The CEAC is working with a number of partners, including government agencies, private companies, and civil society organizations, to implement the reform. The CEAC is also working to develop a startup ecosystem in Senegal by providing startups with the resources and support they need to succeed. In addition to the CEAC, a number of other stakeholders are involved in the implementation of the Senegalese Startup Act reform, including:

- The Ministry of Finance and Economy
- The Ministry of Higher Education and Research
- The Ministry of Commerce and Industry
- The National Office for Intellectual Property (ONPI)
- The Senegalese Investment Promotion Agency (APIX)
- The Senegalese Startup Association (SenStartup)

These stakeholders are working together to create a more supportive environment for startups in Senegal. The Senegalese Startup Act reform is still in its early stages of implementation, but it has the potential to make a significant impact on the country's economy by fostering innovation and job creation.



B) Current Private Sector Development

=> What **private sector developments** are ongoing in the country that affect the entrepreneurial ecosystem?

In recent years, there has been a growing interest in the private sector's role in developing Senegal's entrepreneurial ecosystem. A number of initiatives are underway to support startups and small businesses, including:

- **Investment in venture capital and angel investing:** There is a growing number of venture capital funds and angel investors in Senegal that are investing in startups. This is helping to address the funding gap that many startups face.
- **Development of incubators and accelerators:** A number of incubators and accelerators have been established in Senegal in recent years. These programs provide startups with the resources and support they need to grow and succeed.
- **Growth of co-working spaces:** Co-working spaces are becoming increasingly popular in Senegal, providing startups with a space to work and collaborate.
- **Launch of government programs to support startups:** The Senegalese government has launched a number of programs to support startups, such as the Startup Act reform and the Digital Senegal initiative.

These developments are having a positive impact on the entrepreneurial ecosystem in Senegal. The number of startups is growing, and they are becoming more innovative and successful. The private sector is playing a key role in supporting this growth.

The Sénégal Accompagnement association is currently being set up, bringing together around ten private ESOs. This initiative was conceived at the suggestion of the Private Sector Department of the Ministry in charge of the Economy. In synergy with the National Private Sector Development Strategy (SNDSP) - which aims to stimulate business growth and create a favourable business environment in Senegal - Sénégal Accompagnement aims to contribute 10% of the SNDSP's objectives in terms of champion companies supported/accelerated, corresponding to 300 champion companies by 2035.

Here are some specific examples of private sector developments in Senegal that are affecting the entrepreneurial ecosystem:

- **Orange Digital Center Dakar:** The Orange Digital Center Dakar is a training and innovation center that was launched in 2020 by Orange, a leading telecommunications company in Senegal. The center offers training programs in digital skills, such as coding, web development, and data science. It also provides startups with access to co-working spaces, mentorship, and other resources.
- **Teranga Capital:** Teranga Capital is a impact fund that was launched in 2016. The fund provides support to small and medium-sized businesses that are capable of generating positive, social, economic and environmental impacts for the benefit of their stakeholders.
- **Women Investment Club (WIC):** The WIC is a network of women investors in Senegal that was launched in 2019. The club is open to all women, regardless of their level of experience or financial background. The goal of the WIC is to provide women with the knowledge and resources they need to invest in startups and other growth-oriented businesses.
- **Impact Hub Dakar:** Impact Hub Dakar is a coworking space and startup support hub located in Dakar, Senegal. It was founded in 2017 with the goal of creating a community of entrepreneurs and innovators who are working to solve social and environmental challenges in Senegal.
- **Haskè Ventures :** Haskè Ventures is a venture studio in Dakar, Senegal that builds and co-creates scalable, sustainable, and profitable businesses in Francophone West Africa. The company was founded in 2020 by Madjiguène Sock, a Senegalese entrepreneur and investor with over 15 years of experience in the African startup ecosystem.
- **DNA:** The Dakar Network Angels (DNA) is an angel investor network based in Dakar, Senegal, investing in early stage companies throughout the WAEMU region and contiguous countries. DNA



members are successful professionals who are willing to invest their time, experience and network to support very promising startups across Africa.

- **Pitch Palabre:** Pitch Palabre is a startup support organization based in Dakar, Senegal. It was founded in 2018 with the goal of helping Senegalese entrepreneurs to pitch their ideas to investors and partners. Pitch Palabre offers a variety of services to entrepreneurs, including Pitch training, Feedback & Networking.
- **Concree:** Concree is a Senegalese company that specializes in designing and managing solutions and entrepreneurial programs to help early-stage startups grow from idea to scalable business model. Founded in 2014, Concree.com is one of the first virtual incubation platform in Africa.

These are just a few examples of the many private sector developments that are ongoing in Senegal that are affecting the entrepreneurial ecosystem. These developments are helping to create a more supportive environment for startups and small businesses, which is leading to innovation and economic growth.

C) Key Ecosystem Stakeholders

One of the problems identified in the diagnosis is the multiplicity of public players responsible for entrepreneurship. While the Ministry of Youth, Entrepreneurship and Employment is not particularly active, the Ministry of the Economy and the Ministry of Communication and the Digital Economy have important prerogatives in this area.

The Ministry of the Economy is particularly involved in business development. Two of these departments will be particularly involved in the project: the **Cooperation Department**, which guides and works with foreign cooperation agencies, and the **Private Sector Department**.

The Ministry of Communication, Telecommunications and Digital Economy (MCTEN) has the lead in designing entrepreneurial policies in Senegal. The MCTEN is responsible for developing and implementing policies that promote innovation, entrepreneurship, and the digital economy. The MCTEN works with a number of other stakeholders, including the Ministry of Finance and Economy, the Ministry of Higher Education and Research, and the Ministry of Commerce and Industry, to develop and implement entrepreneurial policies.

The MCTEN has a dedicated Directorate of Entrepreneurship and Innovation, which is responsible for designing and implementing entrepreneurial policies. The Directorate works with a number of partners, including startups, incubators, accelerators, and investors, to develop and implement policies that support the entrepreneurial ecosystem. The MCTEN also has a number of advisory councils and committees that provide input on the development and implementation of entrepreneurial policies. These councils and committees include the National Council for Innovation and Entrepreneurship, the National Committee for Digital Transformation, and the National Committee for Startup Development. The MCTEN is the lead authority in designing entrepreneurial policies in Senegal. The MDEN has the legitimacy to design and implement entrepreneurial policies because it is a government agency that is responsible for developing and promoting the digital economy and innovation. The MCTEN also works with a number of stakeholders to develop and implement its policies, which gives its policies legitimacy.



Here are some specific examples of the work that the MCTEN is doing to design entrepreneurial policies in Senegal:

- **Startup Act reform:** The MCTEN led the development of the Senegalese Startup Act reform. The reform is a major overhaul of the country's startup ecosystem and is designed to create a more supportive environment for startups.
- **Digital Senegal initiative:** The MCTEN is leading the implementation of the Digital Senegal initiative, which is a government-wide initiative to transform Senegal into a digital hub. The initiative includes a number of components that are designed to support the entrepreneurial ecosystem, such as the development of digital infrastructure and the provision of training on digital skills.
- **Promotion of investment in startups:** The MCTEN promotes investment in startups in Senegal by organizing events and workshops to connect startups with investors. The MCTEN also works to improve the regulatory environment for investment in startups.

The MCTEN is playing a key role in designing and implementing entrepreneurial policies in Senegal. The MCTEN's policies are helping to create a more supportive environment for startups and to promote innovation in the country.

There are a number of entrepreneurial funding/financing mechanisms specific to SMEs and early-stage startups in Senegal. These mechanisms include:

- **Government programs:** The Senegalese government offers a number of programs to support the financing of SMEs and early-stage startups. These programs include:
 - **Startup Act:** The Startup Act, which was passed in 2020, provides a number of tax and financial incentives to startups, such as exemptions from certain taxes and duties, and access to government grants and loans.
 - **Digital Senegal initiative:** The Digital Senegal initiative, which is a government-wide initiative to transform Senegal into a digital hub, includes a number of components that are designed to support the financing of startups, such as the provision of access to venture capital and other forms of investment.
 - **Fonds Souverain d'Investissements Stratégiques (FONSIS):** FONSIS is a sovereign wealth fund that invests in strategic sectors of the Senegalese economy. FONSIS has a number of programs that are designed to support the financing of SMEs and early-stage startups.
 - **The Fonds de Garantie des Investissements Prioritaires (FONGIP):** FONGIP is a guarantee fund dedicated to Small and Medium-Sized Enterprises (SMEs) and Small and Medium-Sized Industries (SMIs), women's and youth groups, and any project leader. It was created by decree in May 2013 by the Senegalese government to facilitate access to financing for these businesses.
 - **WE!Fund (Women's Economic Empowerment Fund):** WE!Fund is a financial mechanism using equity and shareholder loans to invest in gender sensitive SMEs and PPPs in the "missing middle". The WE! Fund was incorporated in November 2019 as a joint initiative from UNCDF (United Nations Capital Development Fund) and FONSIS (Fonds Souverain d'Investissements Stratégiques) of Senegal to foster women economic empowerment in Senegal, especially in secondary cities.
 - **Fonds Agri (Agricultural Fund):** Fonds Agri is an investment fund that finances agricultural and agri-food projects. The fund was created in 2017 by the Senegalese government and the National Agricultural Development Agency (ANAD). Fonds Agri provides two both Equity and Debt.
 - **The Délégation Générale à l'Entrepreneuriat Rapide des Femmes et des Jeunes (DER/FJ):** DER/FJ is a Senegalese government agency that provides financial and technical support to entrepreneurs, particularly women and youth. The DER/FJ was created in 2017 and has since



become a key player in the development of Senegal's entrepreneurial ecosystem. The DER/FJ offers a variety of programs and services to entrepreneurs, including Financing, Training and mentorship, and incubation and acceleration

- **Private sector programs:** The private sector in Senegal is also playing a role in the financing of SMEs and early-stage startups. A number of private sector companies and organizations offer programs to support the financing of startups, such as:
 - **Women Investment Club (WIC):** The WIC is a network of women investors in Senegal that was launched in 2019.
 - **Teranga Capital:** Teranga Capital is a venture capital fund that invests in early-stage startups in Senegal and other West African countries.
 - **Haskè Ventures:** Haskè Ventures is a venture studio that builds and co-creates scalable, sustainable, and profitable businesses in Francophone West Africa.
 - **DNA (Dakar Network Angels):** DNA is an angel investor network that invests in early-stage companies throughout the WAEMU region and contiguous countries.
 - **Brightmore Capital:** Brightmore Capital is a venture capital fund that invests in early-stage SMEs in Senegal and Francophone West Africa, particularly in the agribusiness sector.
 - **Partech Africa:** Partech Africa is a venture capital fund that invests in growth-stage startups in Africa, with a focus on tech and digital startups.
 - **Saviu Ventures:** Saviu Ventures is a venture capital fund that invests in seed- to Series A-stage tech startups in Francophone Africa, with a focus on fintech, mobility, and logistics.
 - **Investisseurs & Partenaires (I&P):** I&P is a French impact investment group that provides equity financing and technical assistance to small and medium-sized enterprises (SMEs) in Senegal and other African countries.

The Senegalese Investors Club (CIS): CIS is a private sector organization that promotes private investment and entrepreneurship in Senegal. The CIS provides a range of services to support entrepreneurs, including access to financing, mentorship, and networking opportunities. The CIS also works to improve the investment climate in Senegal by advocating for policy changes and promoting awareness of investment opportunities.

In addition to the programs listed above, there are several other ways that SMEs and early-stage startups in Senegal can access financing. These include:

- **Bank loans:** Banks in Senegal offer a variety of loan products to businesses, including SMEs and early-stage startups. However, it can be difficult for SMEs and early-stage startups to obtain bank loans, due to the high interest rates and collateral requirements.
- **Microfinance institutions:** Microfinance institutions in Senegal offer a variety of loan products to small businesses and individuals. Microfinance loans are typically smaller than bank loans and have more flexible repayment terms.

The Senegalese government and the private sector are working to develop a more supportive environment for the financing of SMEs and early-stage startups.

In addition to the above-mentioned programmes, there are a large number of incubation programmes for early-stage SMEs. Entrepreneurship support structures generally develop programmes in response to calls for projects and/or requests from financial and technical partners (FTP). In Senegal, many FTPs finance or initiate incubation projects/programmes. These include Enabel, USAID, Team France, GIZ, KOICA and the MasterCard Foundation.

Some examples of recurrent programmes:

- **Orange Corner:** Orange Corners is an initiative of the Ministry of Foreign Affairs of the Netherlands that provides young entrepreneurs across Africa, Asia and the Middle East with training, mentorship, network, funding and facilities to start and grow their businesses. The Orange Corners Senegal incubation programme lasts 6 months and includes monthly intensive sprints with workshops, masterclasses and meetups dedicated to entrepreneurs and founders of start-ups.



- **The WIC Academy:** The WIC Academy is a support program for businesses run by women in Senegal, with the aim of creating national champions. It acts as a complementary mechanism to WIC Capital (the investment fund), providing tailored support and technical assistance to women entrepreneurs.
- **Teranga Tech Hub:** The Teranga Tech Incub network was set up by the French Embassy to promote and support entrepreneurship, particularly in the digital sector, among young people in the region. This initiative involves setting up a network of 5 incubators, with their own budgets and dedicated teams, spread across the whole of Senegal and Gambia, at the 2 sites of the Institut Français du Sénégal and the 3 Alliances Françaises (Institut Français de Dakar et de Saint Louis, Alliances Françaises de Kaolack, Ziguinchor et Banjul).
- **Femmes d'Avenir (by Women In Africa):** Fda aims to support female entrepreneurship by offering training courses to women entrepreneurs according to the stage of development of their business. The "young start-ups" programme focuses on "soft skills" and is aimed at 200 young female start-ups.

Who are important stakeholders for the pre-identified IYBA-SEED intervention opportunities?	Ministry of the Economy, Planning and Cooperation (MEPC) Ministry of Communication, Telecommunications and Digital Economy (MCTEN) and its agency Senegal Connect StartUp The Fonds de Garantie des Investissements Prioritaires (FONGIP) Senegal Accompagnement (group of BDS providers) United States Agency for International Development (USAID) Teranga Capital The Délégation Générale à l'Entrepreneuriat Rapide des Femmes et des Jeunes (DER/FJ) The Agence de Développement et d'Encadrement des Petites et Moyennes Entreprises (ADEPME) Banks and Microfinance Institutions
Which stakeholders' capacities need strengthening to enable them to implement specific IYBA-SEED interventions and ensure sustainability of the IYBA-SEED intervention after the end of its commissioning?	Ministry of the Economy, Planning and Cooperation (MEPC) Ministry of Communication, Telecommunications and Digital Economy (MCTEN): persuasion and negotiation skills with other ministries to implement the Startup Act. Ministry of Finance: implementation and management of tax breaks to boost economic outcome. Banks and Microfinance Institutions: SMEs credit risk management
What important mechanism(s) exist(s) for the efficient coordination of private sector stakeholders and the alignment of efforts to improve the entrepreneurial ecosystem?	There is almost no existing mechanisms for the efficient coordination of private sector stakeholders and the alignment of efforts to improve the entrepreneurial ecosystem. However, there are some initiatives to highlight, such as Sénégal Accompagnement. This new initiative brings together 11 private initiative SAEs and aims to offer a harmonised and standardised support system for all its members.

D) Inclusion – Focus on Final Beneficiaries

Senegal has implemented a number of inclusive policies to support the development of its entrepreneurial ecosystem, particularly for women and youth. Some of the most important of these policies include:

- **The Startup Act of Senegal:** The Startup Act is a comprehensive piece of legislation that aims to create a more supportive environment for startups in Senegal. The Act includes a number of provisions that are specifically designed to support women and youth entrepreneurs, such as tax breaks and access to funding.
- **The DER/FJ:** The DER/FJ is a government agency that provides financial and technical support to entrepreneurs, particularly women and youth. The DER/FJ offers a variety of programs and services,



including access to financing, training and mentorship, and incubation and acceleration. PAVI is a DER's programme which provides funding for entrepreneurial initiatives by women and young people throughout Senegal, as well as technical support in terms of business and business management (financed by AFD and AfDB. A second phase is currently being developed).

- **The Fonds Agri:** The Fonds Agri is an investment fund that finances agricultural and agri-food projects. The Fonds Agri provides both equity and debt financing to businesses in the agricultural sector, with a focus on women-owned and youth-owned businesses.
- **The Women's Economic Empowerment Fund (WE!Fund):** The WE!Fund is a venture capital fund that invests in women-led or women-owned small and medium-sized enterprises (SMEs) in Senegal. The WE!Fund provides investees with equity or shareholder loans to support their growth and expansion.
- **The Youth Startup Accelerator:** The Youth Startup Accelerator is a program that provides young entrepreneurs with the training and resources they need to launch and grow their businesses. The program is offered by the DER/FJ in partnership with a number of private sector partners.

These policies are helping to create a more inclusive and supportive environment for entrepreneurs in Senegal, particularly for women and youth. As a result, more and more Senegalese people are starting their own businesses and contributing to the growth of the economy.

In addition to the policies listed above, Senegal is also working to promote inclusive entrepreneurship by:

- **Supporting the development of women-led and youth-led business networks:** The Senegalese government and the private sector are working to support the development of women-led and youth-led business networks. These networks provide entrepreneurs with access to resources and support, and they help to raise the visibility of women-owned and youth-owned businesses.
- **Organizing training and workshops on inclusive entrepreneurship:** The Senegalese government and the private sector are organizing training and workshops on inclusive entrepreneurship. These events help to raise awareness of the importance of inclusive entrepreneurship and provide entrepreneurs with the skills and knowledge they need to succeed.
- **Collecting data on women's and youth's participation in entrepreneurship:** The Senegalese government is collecting data on women's and youth's participation in entrepreneurship. This data is used to develop policies and programs that support women-owned and youth-owned businesses.

The Senegalese government and the private sector are committed to promoting inclusive entrepreneurship. The policies and programs described above are helping to create a more supportive environment for all entrepreneurs in Senegal, regardless of their gender, age, or background.

The following types of entrepreneurs are particularly exposed to the risk of exclusion in Senegal:

- **Women:** Women are underrepresented in the Senegalese entrepreneurial ecosystem, and they face a number of challenges in starting and growing their businesses. These challenges include lack of access to financing, lack of business experience, and cultural barriers.
- **Youth:** Youth are another group of entrepreneurs that are at risk of exclusion in Senegal. Youth often have difficulty accessing financing and finding mentors. They may also lack the experience and skills needed to start and grow a business.
- **Rural entrepreneurs:** Rural entrepreneurs in Senegal face a number of challenges, including lack of access to markets, lack of infrastructure, and lack of information about business resources.
- **Entrepreneurs with disabilities:** Entrepreneurs with disabilities in Senegal face a number of challenges, including lack of access to education and training, lack of access to employment, and stigma and discrimination.



=> Which **stakeholders** are relevant to realise inclusive activities in the pre- identified sectors?

The Senegalese entrepreneurial ecosystem is brimming with capable players who can play a vital role in executing the activities. These players encompass a diverse range of individuals and organizations, including government agencies and private entities.

At the government level, the Ministry of Communication, Telecommunications and Digital Economy, the Ministry of the Economy, Planning and Cooperation, the Delegation for Rapid Entrepreneurship for Young People and Women and the Agency for the Development and Support of Small and Medium-sized Enterprises (ADPME) stand out as key stakeholders. These agencies are responsible for formulating and implementing policies that foster a conducive environment for enterprises and startups to flourish.

In the private sector, organizations like Sénégal Accompagnement, Consortium Jeunesse Sénégal, and venture capital funds play a pivotal role in supporting startups throughout their lifecycle. They provide essential services such as mentorship, funding, and access to networks, enabling entrepreneurs to overcome challenges and achieve their goals.

To fully realize the potential of the Startup Act, collaboration between the government and the private sector is paramount. This synergistic approach will ensure that resources are effectively allocated, expertise is shared, and a comprehensive ecosystem is established that nurtures innovation and entrepreneurship in Senegal.

E) Entrepreneurial Culture

Entrepreneurial career paths in Senegal are tough, especially for the youth and women, due to a number of reasons, including:

- **Access to finance:** Young people and women often have difficulty accessing financing for their businesses. Banks are often reluctant to lend to young entrepreneurs and women, who may not have a proven track record or collateral.
- **Lack of experience:** Young people and women often lack the experience and skills needed to start and grow a business. This can make it difficult for them to develop a business plan, market their products or services, and manage their finances.
- **Cultural barriers:** There are some cultural barriers that can make it difficult for women to start and grow businesses in Senegal. For example, some women may face resistance from their families or communities if they want to start their own businesses.
- **Lack of mentorship:** Young people and women may lack access to mentors who can provide them with guidance and support. This can make it difficult for them to navigate the challenges of entrepreneurship.

In addition to these general challenges, young people and women in Senegal also face some specific challenges in pursuing entrepreneurial career paths. For example, young people may have difficulty finding employment after graduating from school, which can lead them to start their own businesses as a last resort. Women may also face additional challenges, such as childcare and household responsibilities, which can make it difficult for them to start and grow a business.

Here are some ongoing promotion activities to strengthen the standing and reputation of entrepreneurial career paths in Senegal, especially among the youth and women.



Awareness campaigns

The Senegalese government is running a number of awareness campaigns to promote entrepreneurship among the youth and women. These campaigns are designed to highlight the benefits of entrepreneurship and to encourage young people and women to start their own businesses.

For example, in 2023, the Senegalese government launched a campaign called "Entrepreneuriat Jeunes Femmes: Oser, Créer, Réussir" (Youth Women Entrepreneurship: Dare, Create, Succeed). The campaign is designed to encourage young women to start their own businesses and to provide them with the resources and support they need to succeed.

The private sector is also running a number of awareness campaigns to promote entrepreneurship among the youth and women. For example, the Senegalese venture capital firm Teranga Capital runs a campaign called "Teranga Capital Entrepreneurship Challenge". The challenge is designed to identify and support the best young Senegalese entrepreneurs.

Public role models

The Senegalese government is also promoting entrepreneurial career paths by highlighting the success of young people and women entrepreneurs. For example, in 2023, the Senegalese government published a report called "Entrepreneuriat Jeunes Femmes au Sénégal: Réalités et Perspectives" (Youth Women Entrepreneurship in Senegal: Realities and Perspectives). The report highlights the success of 100 young Senegalese women entrepreneurs.

The private sector is also promoting entrepreneurial career paths by highlighting the success of young people and women entrepreneurs. For example, the Pan-African Private Equity capital firm AfricInvest publishes a list of the "100 Most Promising Young African Entrepreneurs" every year. The list includes a number of young Senegalese entrepreneurs.

In addition to the above, here are some other ongoing promotion activities to strengthen the standing and reputation of entrepreneurial career paths in Senegal:

- **Entrepreneurship education:** The Senegalese government is integrating entrepreneurship education into the school curriculum. This will help to expose young people to entrepreneurship at an early age and to develop the skills and knowledge they need to start and grow their own businesses.
- **Entrepreneurship competitions:** The Senegalese government and the private sector are organizing a number of entrepreneurship competitions. These competitions provide young people and women with the opportunity to pitch their business ideas to investors and to win prizes.
- **Entrepreneurship incubators and accelerators:** The Senegalese government and the private sector are supporting the development of entrepreneurship incubators and accelerators. These incubators and accelerators provide young people and women with the resources and support they need to start and grow their businesses.

Here are some more specific examples of ongoing promotion activities to strengthen the standing and reputation of entrepreneurial career paths in Senegal, especially among the youth and women:

- The Senegalese government's National Youth Council of Senegal (CNJS) organizes a number of entrepreneurship-related activities each year, including training programs, workshops, and networking events.
- The Senegalese government's Ministry of Women's and Children's Affairs and Female Entrepreneurship (MFPAA) runs a number of programs to support women entrepreneurs, including the Women's Entrepreneurship Fund and the Women's Incubator.
- The Senegalese private sector organization, the National Confederation of Employers of Senegal (CNES), has a number of initiatives to support entrepreneurs, including the CNES Entrepreneurial Academy and the CNES Startup Challenge.



- The Senegalese coworking space network, Jokko Labs, runs a number of programs to support entrepreneurs, including the Jokko Labs Incubator and the Jokko Labs Startup Accelerator.
- Grow Academy is a digital academy that provides training in digital marketing to young women in Senegal. The academy's training program is comprehensive, practical, and focused on women. Grow Academy is helping to reduce the gender gap in the digital sector in Senegal and in creating opportunities for women.

F) Potential project intervention(s)	
Intervention 1 Please specify the following points: <ul style="list-style-type: none"> - Opportunity - Component Focus - Specific Target group - Specific sector(s) targeted - Region(s) targeted <i>(i.e. urban, rural, peri-urban, focus regions)</i> - Main objectives and outcomes of the action 	Intervention 1: Improving services of selected BDS for SEED beneficiaries aware of their needs Opportunity: Supporting the coordination and harmonisation of the ecosystem; better match the supply of and demand for services to SEEDS beneficiaries Component Focus: 1, 2, 3, 4 Target group: BDS providers, AoEE Sectors: all Regions: all Main objectives and outcomes of the action: increase coordination, access to information for entrepreneurs and quality of BDS's support. SEED beneficiaries have more access to seed funding through new/adapted products tailored to their needs.
Intervention 2 Please specify the following points: <ul style="list-style-type: none"> - Opportunity - Component Focus - Specific target group - Specific sector(s) targeted - Region(s) targeted <i>(urban, rural, peri-urban, focus regions)</i> - Main objectives and outcomes of the action 	Intervention 2: Establish a system of effective communication and collaboration among the actors within the ecosystem. Opportunity: Creating a dynamic of communication and collaboration among ecosystem players is vital for maximising their collective impact. To achieve this, a formal framework for regular dialogue and consultation will be established. By breaking down silos and promoting robust collaboration, the intervention aims to create a holistic and sustainable ecosystem that provides entrepreneurs with optimised support. This shift towards a more integrated approach is expected to yield long-term benefits, including enhanced resource allocation, streamlined processes, and increased access to opportunities for entrepreneurs. Ultimately, the envisaged result is a dynamic entrepreneurship ecosystem characterised by efficient coordination, innovative partnerships, and collective efforts geared towards nurturing entrepreneurial success and fostering economic growth. Component Focus : 2, 1 Target group: AoEE Sectors: all Regions: all Main objectives and outcomes of the action: create formal consultation frameworks leading to concrete actions/activities to improve communication and exchanges between the different stakeholders.
Intervention 3 Please specify the following points: <ul style="list-style-type: none"> - Opportunity - Component Focus - Specific Target group - Specific sector(s) targeted 	Intervention 3: Support public institutions in policies and initiatives aimed at improving the Senegalese entrepreneurial climate Opportunity: Component Focus: 2, 3, 1, 4 Specific Target group: SEEDs beneficiaries, early-stage companies with high growth potential with less than 8 years of existence, public service staff Specific sector(s) targeted: all and innovation (with the Startup Act)



<ul style="list-style-type: none"> - Region(s) targeted (i.e. urban, rural, peri-urban, focus regions) - Main objectives and outcomes of the action 	<p>Region(s) targeted: all</p> <p>Main objectives and outcomes of the action: Providing a regulatory framework tailored to start-ups, offering them visibility, support and funding tailored to their specific needs, implement this law in a co-creative process with the players in the ecosystem</p>
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G) Rationale for selecting projects for intervention

<p>What is/are the main and context-specific challenge(s) addressed by the intervention?</p>	<p>Intervention 1:</p> <ul style="list-style-type: none"> • Lack of visibility and coherence in the ecosystem • Lack of effectiveness of ESOs • Lack of matching between entrepreneurs' needs and offer • Lack of control over entrepreneurship support programmes • Lack of synergy and community of practice • Lack of access to finance for SEEDs <p>Intervention 2:</p> <ul style="list-style-type: none"> • Lack of concrete actions to improve collaboration between AoEE • Difficulty in understanding the ecosystem: who does what, what are the prerogatives and roles of each player, etc. <p>Intervention 3:</p> <ul style="list-style-type: none"> • Difficult regulatory and institutional environment • Laws and reforms encouraging start-ups and SEED entrepreneurs are not being put into practice
<p>Which intervention activities lead to</p> <ul style="list-style-type: none"> - SEED beneficiaries' improved access to BDS - SEED beneficiaries starting and sustaining their entrepreneurial career? 	<p>Access to BDS: i1 Entrepreneurial career: i1, i3</p>
<p>To which extent does the intervention contribute to country's ambitions and objectives, e.g. reform processes?</p>	<p>Support the implementation of the Senegal Accompagnement Support the implementation of the Startup Act Support the Private Sector Development Strategy</p>
<p>What is the most important reason (pick 1) for the choice of the intervention? E.g.:</p> <ul style="list-style-type: none"> • Recent country/ regional policies/ developments • Existing BDS opportunities • Existing public-private partnerships • Regional / international scaling up opportunities • Green/digital transformation • Others (please describe) 	<p>INTERVENTION 1: Existing BDS opportunities</p> <p>INTERVENTION 2: Recent country/ regional policies/ developments</p> <p>INTERVENTION 3: Existing public-private partnerships</p>



<p>What are the most important risks (particularly with respect to fragile context)?</p> <p>What could be the preventing/mitigating measures?</p>	<p>Key Risks</p> <p>A political context that slows down decision-making and reforms</p> <p>Lack of cooperation from fiscal and customs administration</p> <p>Lack of expertise within Ministry of Digital Economy and Innovation</p> <p>Key mitigation measures</p> <p>Get buy in from Minister of Finance and Presidential office early on</p> <p>Hire expert to support Ministry of Digital Economy and Innovation</p> <p>Invest in awareness and technical programmes dedicated key decisions makers in Banks and Microfinance institutions</p> <p>Deliver certification preparation programmes for Mentorship and support organisation</p> <p>Invest in awareness and communication programmes dedicated to ultimate beneficiaries</p>
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Part 2: Detailed Project Management Tool

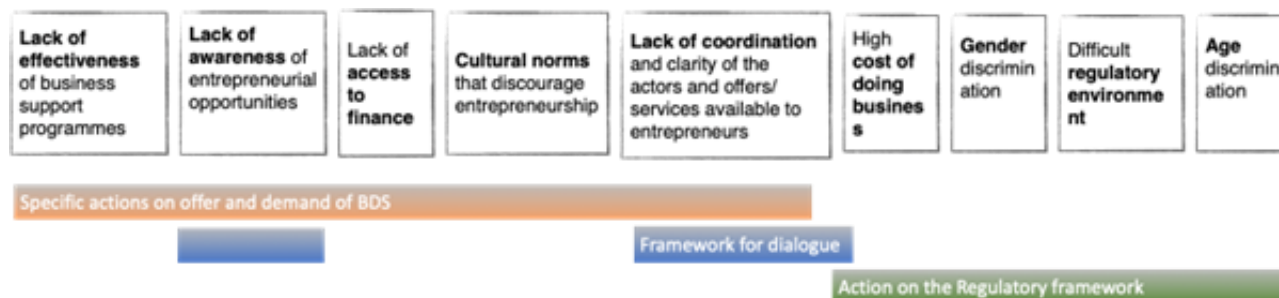
A) Context

In recent years, commendable efforts have been directed towards supporting entrepreneurship and youth employment. However, stakeholders unanimously **acknowledge a lack of visibility regarding the missions and scope of action of each participant in the ecosystem**. Moreover, ongoing efforts to enhance the business climate, predominantly focused on investment promotion, could benefit from **a more concentrated approach to the entrepreneurship ecosystem**. This shift would better address issues pertaining to youth employment, women's financial inclusion, and the inclusive nature of growth.

In this context, in order to have a lasting impact on the entrepreneurial ecosystem, three (3) main levers of intervention stand out:

- The need to improve the suitability between the supply and demand sides of BDS to ensure better synergy and complementarity between them;
- The need to offer BDS providers, but also other players in the entrepreneurial ecosystem (public, private and academic), a formal framework for consultation, sharing and synergy;
- The urgent need to work on key reforms/policies/initiatives that can have a lasting impact on youth and women entrepreneurship in Senegal.

Each intervention lever addresses one or more, all or some of the issues identified in the deep dive.



B) Intervention Logic

In line with the above, three main groups of interventions have been identified as having a sustainable impact in the short and medium term on the entrepreneurial ecosystem and, in the long term, on inclusive growth and the creation of decent jobs among SEED beneficiaries.

It should be pointed out, that the choice was made to implement the action at national level because:

- In terms of business development services, there is a high concentration of incubators in Dakar. Indeed, there are around sixty (60) incubators in Senegal, 34 of which have been identified as “professional”. The overwhelming majority of these are concentrated in Dakar, with a few exceptions that have set up local branches. These branches are usually “buffers” or linked to specific projects;
- Public support structures for entrepreneurship implement strategies at a central level which, even if they are rolled out locally in the form of branches, do not offer the same level of service to entrepreneurs;
- As far as the business environment is concerned, the policies and reforms with the greatest potential impact are those with a national scope, even if they can be adapted and popularized at a more local level.

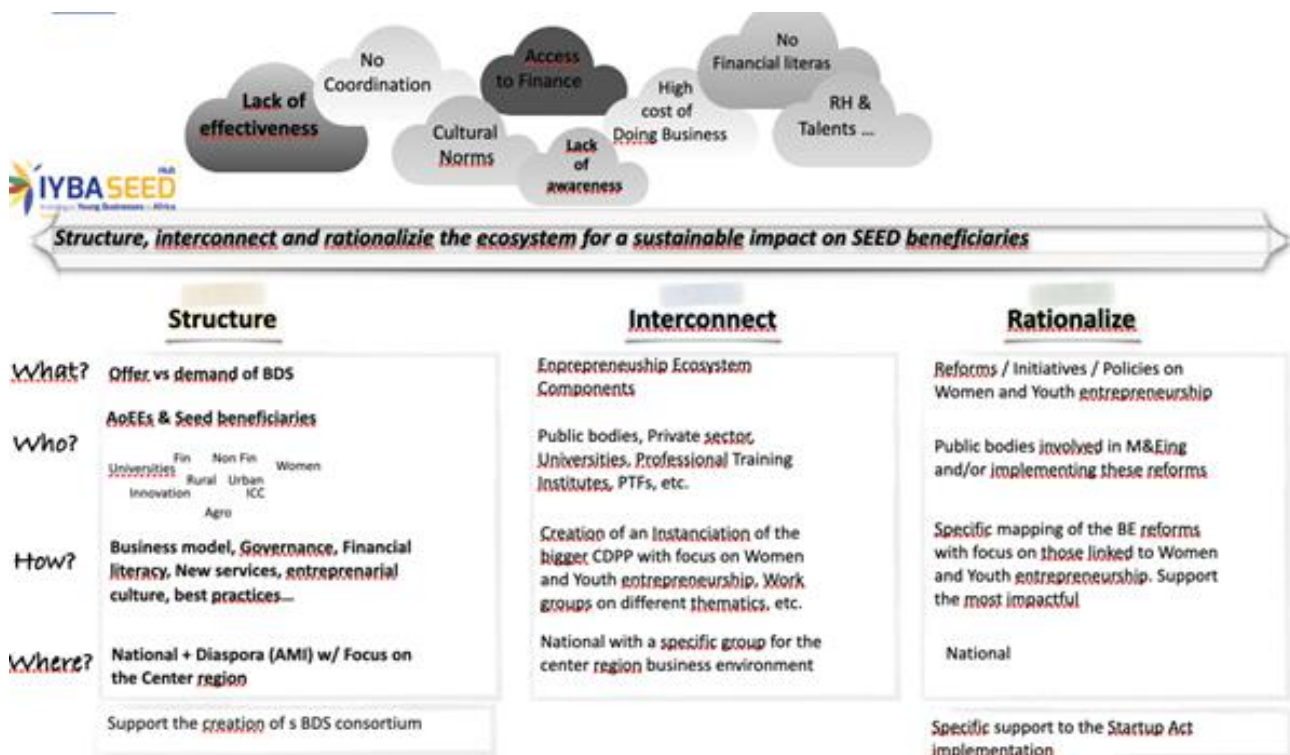


However, in designing the project, geographical inclusion and the variety of sectors covered were taken into account. Firstly, in the choice of targets, and secondly through a focus on the central region, which is also Enabel's intervention zone. This particular choice is justified not only by the high potential of this area in terms of action for SEED beneficiaries, but also by the possibilities of Enabel co-financing specific activities with results converging with those of IYBA-SEED in Senegal.

The center region includes the departments of Diourbel, Kaolack and Fatick around the Saloum Delta National Park.

- A central region that acts as a crossroads to Gambia, Mali and Guinea.
- An economic hub: agriculture/agribusiness (peanuts, cereals),
- Tourism (Sine Saloum)
- Enabel's intervention zone: development of an agro-center, a university incubator located in Kaolack (Dekkal Yaakaar) specializing in the green economy and digital technology.
- Team France is also present in the region through the Teranga Techincub network incubator housed in the French Institute in Kaolack, which supports young entrepreneurs in the green economy and cultural and creative industries.

Senegal's vision is therefore to: **"Structure, interconnect and rationalize the ecosystem for a sustainable and systemic impact on SEED beneficiaries"**. A vision that will be implemented at national level, with a specific focus on the Sine-Saloum area, to "test" the effectiveness of the IYBA-SEED mechanism at a more local level.



Intervention 1: Improve the suitability between supply and demand for services to SEED beneficiaries

This intervention aims to foster the efficiency of services to SEED beneficiaries:

- by improving the quality-of-service provision and aligning it with best practices
- acting on the demand side to make it more adapted and demanding to BDS, and thus enabling the development of high growth women and youth entrepreneurs
- by specializing BDS providers so as to refine their positioning, enhance their impact and maximize their impact.

In more operational terms, from the point of view of the *Offer*, 360° support is proposed to enable BDS providers to structure their business model, improve their financial management and governance, their positioning, etc. BDS providers will be identified through a call for expressions of interest, the criteria of which will enable the selection of local, international and diaspora players with potential in promising sectors, following a gender-inclusive approach. The cohort of BDS providers will not be limited to private incubators, but will include a mix of players offering services to entrepreneurs. IYBA-SEED will also be facilitating the implementation of two new services to strengthen the BDS provider offering:

- an innovative and adapted financing instrument for Seed and pre-seed companies: honor loans.
- a cloud-based financial management service tailored to the target market

Discussions have already been initiated by the main BDS providers with a view to setting up an association, "Senegal Accompagnement". Aware of this need, this reflection has been deepened with the IYBA-SEED team in order to identify with them the different stages of setting up and operationalizing the consortium.

Thus, in line with the logic of improving the offer, the second component of intervention 1 will focus on the question of organizing the main players offering BDS in order to maximize their impact, facilitate their identification and stimulate a certain dynamic of collaboration between them. This activity also aims to provide SEED beneficiaries, as well as public players and program leaders, with greater visibility on who does what. It should be noted that the consortium itself will be integrated into the cohort of BDS providers supported to ensure that it has a viable business and governance model.

More broadly, players offering financial services to SEED beneficiaries will be identified and made aware of green finance opportunities throughout the country. Instruments will be presented to them so that they can initiate procedures (refinancing, funds of funds, etc.) at local level and for SEED beneficiaries with activities in the green economy.

On the demand side, the action will focus on raising more awareness on the opportunities and duties associated with the status of entrepreneur, the particularities of women's entrepreneurship, work on certain cultural biases or blockages to access to financing, and so on. This action will be carried out through campaigns, but also specific products and services depending on the theme addressed.

Intervention 2: Establish a system of effective communication and collaboration among the actors within the ecosystem

While intervention 1 focuses on structuring and organizing private players offering services to Seed beneficiaries, the present intervention (2) opens up to the rest of the ecosystem players involved in developing entrepreneurship among women and young people.

In Senegal, there is a broad framework for public-private dialogue, a product of the Presidential Council on Investment (CPI), but it is highly focused on large companies and the promotion of foreign direct investment.



In this context, intervention 2 aims to support the investment promotion agency (APIX) in instantiating this framework and territorializing it. The framework will focus on entrepreneurship in general and, in particular, on issues relating to the development of Seed beneficiaries.

It will serve as an advocacy framework for specific themes linked to women's financial inclusion, youth employment and other related issues. The framework is central, but will incorporate a territorial approach that will be tested in the Central zone.

Intervention 3: Support public institutions in policies and initiatives aimed at improving the entrepreneurial climate in Senegal

The aim of the third intervention is to support the policies, reforms and initiatives of the Senegalese government aimed at developing the private sector in general, and entrepreneurship in particular.

To implement this action, the IYBA-SEED team in Senegal plans to:

- based on Senegal's business environment and competitiveness reform program (PREAC), identify and support flagship reforms/initiatives/policies with a strong impact on the development of SEED beneficiaries.
- capacity-building of the institutions concerned in reform project management methodologies, standards and tools;
- a major component on the operationalization of the Startup Act, for which Expertise France has already initiated a scoping exercise.
- exchanges and discussions within the BDS providers consortium, but also and above all at the level of the public-private-academic dialogue framework, will also feed this part.

In short, IYBA-SEED's intervention logic is designed to be realistic from the standpoint of Senegal's unique entrepreneurial ecosystem. It is built around national initiatives with high impact potential, supported by mature public and private players with a proven track record in developing SEED beneficiaries and the business climate as a whole. This approach is national in scope, with a particular focus on the central zone, which will be used at a local level to test the IYBA-SEED mechanism in the green and digital economy sectors. The interventions are interconnected, creating a promising overall dynamic in terms of impact.



C) Description of Interventions

Intervention 1: Improving the suitability between supply and demand for services to SEED beneficiaries

A) Identification Chart

Intervention 1 – Improve the suitability between supply and demand for services to SEED beneficiaries

WHERE: Geographical scope	National and Local (focus Kaolack region)
WHAT: Key intervention information	<p>Major Problem: The fragmented nature of Senegal's entrepreneurial ecosystem creates a cacophony of voices. Entrepreneurs struggle to find reliable information and connect with the right resources. This lack of coordination hinders their ability to access funding, build strong networks, and scale their businesses. In addition, a significant proportion of support structures have fragile business models. This leads, among other things, to a lack of quality in the mission of supporting entrepreneurs. In addition, the terminology and methodologies used in the ecosystem is still unclear, making it difficult to precisely match needs.</p> <p>To address this challenge:</p> <ul style="list-style-type: none"> • The project will support cohorts of BDSs providers in structuring their models, adapting and strengthening their service offers, and in networking for greater impact on SEED beneficiaries (Activity 1 and 2) • Offer new services for Seeds while strengthening BDSs' service offering – honor loan, digital tools/services and green finance (Activity 3) • Accompany players in promoting entrepreneurial culture among SEED beneficiaries (Activity 4) • Support the integration of the "entrepreneurial" dimension into VET curricula (Activity 5) <p>1.1. Activity 1: Accompany BDSs to improving the quality of services offered to entrepreneurs – 350.000€</p> <p>This reinforcement program is aimed at different types of BDS providers (to be selected according to criteria yet to be defined), with the aim of offering them <u>long-term expertise and personalized support</u> to work on their business model, operational efficiency and service offering to SEED entrepreneurs.</p> <ul style="list-style-type: none"> • Work with BDSs to ensure revenue diversification and a viable business model • Work with BDSs on their positioning and service offering to ensure unique value propositions tailored to seed beneficiaries. • Offer customized technical expertise to on critical topics like financial management, marketing, gender and green opportunities, market access, etc. • Measure the program's success by tracking key metrics such as the number of entrepreneurs receiving targeted services, the amount of funding secured, and the survival rate of young businesses. <p>1.2. Activity 2: Support for a private-initiative ESO network- Senegal Accompagnement - 120.000€</p> <p>This network is in the process of being structured and is the result of discussions between a dozen of recognized private ESOs and the Private Sector Department of the Ministry in charge of the Economy. The idea emerged from the need to work together more effectively to better serve entrepreneurs.</p> <ul style="list-style-type: none"> • Support the establishment and actions of a consortium of ESOs (currently being structured), with a functional framework for governance, management, operations and advocacy



	<ul style="list-style-type: none"> • Create a unified community of practice where ESOs providers can share best practices, identify and address emerging challenges, and advocate for policy changes that benefit the entire ecosystem. • Work on an entrepreneurial pathway, with a common language and methodologies to improve the visibility of the offer and ensure that it covers all the needs of seed entrepreneurs. • Work with ESOs on their positioning and service offering to ensure unique value propositions tailored to seed beneficiaries. <p>1.3. Activity 3: Supporting BDS providers in developing/enhancing their financial and digital services – 300.000€</p> <p>The diagnosis revealed a weakness in the range of financial services available to SEEDs. There is a lack of structure in the financing applications submitted by entrepreneurs, as well as weaknesses in the financial management of their activities (data availability, data integrity, formalization, etc.). In this context, we propose to pilote two new services for BDSs to support SEEDs</p> <ul style="list-style-type: none"> • The introduction of an honor loan scheme (pilot phase) for SEED beneficiaries. This mechanism has been identified as relevant to the target group, but also by public agencies wishing to test it. How this mechanism will be managed has yet to be defined, but a number of scenarios are possible, involving a wide range of ecosystem players. • The provision by BDS providers of management tools (ERP) to enable SEEDs companies to have reliable financial data. This tool prepares SEEDs to comply with financial and accounting regulations. This new service could be paid for and integrated into the BDS providers' business model. • Capacity building of AoEEs on green finance opportunities: raising awareness and training financing players in the opportunities offered by green finance <p>1.4. Activity 4: Accompany players in promoting entrepreneurial culture among SEED beneficiaries – 71.000€</p> <p>The aim of this activity is to equip BDSs to better reach the SEED target group and better inform SEEDs about the opportunities offered by BDSs, but also sensitize them to the realities of entrepreneurship and certain sensitive subjects such as opening up to capital, partnerships, etc.</p> <ul style="list-style-type: none"> • Discussion rounds and exchanges to promote entrepreneurial spirit among young people and women • Support to initiatives/projects to produce knowledge/products focused on women's entrepreneurship <p>1.5. Activity 5: Support the integration of the "entrepreneurial" dimension into training curricula – 31.000€</p> <p>Enable vocational training institutes to raise young professionals' awareness of entrepreneurship and encourage them to seek support from competent structures.</p> <ul style="list-style-type: none"> • Identification of relevant curricula and development of training standards • Validation and dissemination of reference systems (information and sharing workshops)
CODE	SEN-1/2024
Number of intervention	
Budget	EUR 871.000
Timeframe	April 2024, 2025, 2026
Multiannual activity	YES
RESPONSIBILITIES	<ul style="list-style-type: none"> • Lead implementation agency • Co-implementing agency • EUD • Others if applicable



B) Impact, outcomes, outputs and activities of intervention(s), operational risks (alleviation)

What is the envisaged objective of the intervention with regards to the entrepreneurship ecosystem as a whole (holistic long-term result)?	The goal is to support cohorts of BDS providers in developing more viable business models while offering services that meet the needs of SEED beneficiaries. This includes attracting qualified SEED beneficiaries who are aware of the benefits of working with BDS by offering tailored services and products to the entrepreneur stage of growth and sector niche. In addition, supporting a community of BDS will aim to develop a shared strategy for intervention and adopt standardized practices that will improve the quality of support offered to SEED beneficiaries.	
Which are the activities for each component?	1.1. Accompany ESOs to improving the quality of services offered to entrepreneurs (C1) 1.2. Support an ESOs network- Senegal Accompagnement (C1) 1.3. Support BDS providers in developing/enhancing their financing (via honour loans) and digital services (C1) 1.4. Accompany players in promoting entrepreneurial culture among SEED beneficiaries (C3) 1.5. Support the integration of the "entrepreneurial" dimension into training curricula (C3)	
And what main outputs do they contribute to?	1.1. "CAPACITY DEVELOPMENT": EEs are supported to strengthen their BDS (fin+non fin) for SEED beneficiaries. 1.2 "NETWORKS": Entrepreneur Ecosystem actors are connected (nat+intl). 3.1 ENTREPRENEURIAL CULTURE: Products are created or improved to promote youth and women entrepreneurship.	
How is an impact on the IYBA-SEED key final beneficiaries (women, youth) ensured?	By providing entrepreneurs with better visibility of the opportunities offered by the ecosystem, access to higher-quality support services, and access to more financial and non-financial support mechanisms adapted to their real needs, the project will support them to succeed and grow their businesses.	
Contribution to the indicators to the overall logframe	Outcome indicator SO 1.a, SO1.b and SO4.a Output indicator: OTP 1.1a, OTP1.1b, OTP3.1a, OTP3.2a	
Which are the operational risks that could prevent the achievement of the objectives/results?	Risk 1: BDSs providers are not available on long-term Risk 2: The BDSs providers' consortium is not enough inclusive Risk 3: Day-to-day operational coordination of the consortium is not ensured on mid and long-term	Indicate the likelihood of the risk 1 to occur: Medium Indicate the likelihood of the risk 2 to occur: Low Indicate the likelihood of the risk 3 to occur: Medium
How would you mitigate identified risks?	Risk 1 mitigation: <ul style="list-style-type: none"> - Involve BDS providers in the design and implementation of the support program. - Provide clear expectations and benefits for BDS providers participating in the program - Design the program to focus on outcomes that are important to BDS providers. - Provide regular feedback and support to BDS providers to help them achieve their goals. - Celebrate the successes of BDS providers to motivate them to continue their participation. Risk 2 mitigation: <ul style="list-style-type: none"> - Advocacy the consortium for geographic, thematic and gender inclusion - Promote the benefits of working together to support entrepreneurs Risk 3 mitigation: <ul style="list-style-type: none"> - Provision of a full-time coordinator - Advocacy for other partners to co-finance operational management - Involvement in the creation and activities of the Private Sector Department of the Ministry in charge of the Economy 	



C) Stakeholders Roles and Responsibilities

Lead implementer	Enabel			
Co-implementing partner(s)	Expertise France			
Main third-party stakeholder(s) and their role(s)/responsibilities	Main third-party stakeholder(s)	Role(s)/responsibilities	Envisaged contractual/ operational agreement with stakeholder	Comments
	Private Sector, ONG	Program Provider	Procurement Contract	...
	BDSs providers	Beneficiary	/	
	BDSs Consortium	Partner / beneficiary	Providing human resources / Procurement	
	Public institution	Partner	/	
	Selected AoEE	Beneficiary	Grant	
Other stakeholders and their role(s)/ responsibilities	Other stakeholders		Role(s)/responsibilities	
	Private Sector Department of the Ministry in charge of the Economy		...	
Champions/role models (e.g. a successful business women, higher-level, well connected and active public figure who can help advocate the activities and help mobilise stakeholders and supporters)	Concree ; Sopasen ; Ignite.e ; Proxalys ; Club des investisseurs			

D) Investment and co-resourcing and financial planning

Co-resourcing among implementing agencies including blended financing, if applicable	Agency	Resource-contribution e.g. facilities, HR etc.	Financial contribution (and volume)	Comments
	Enabel	Resource-contribution, facilities, HR	597.000	
	Expertise France	Resource-contribution, HR	274.000	



E) Sustainability of action

<p>Envisaged post-implementation continuation of activities (approach and timeline)</p>	<p>Long-term impact of program on beneficiary BDS + sustainability through ownership by a long-term entity (consortium)</p> <p>The described intervention and activities focus on the capacity building for BDS providers, fostering collaboration, and improving visibility for entrepreneurs which hold significant potential for continuation beyond the initial implementation phase. Here are some reasons why:</p> <ul style="list-style-type: none"> • Proven impact: Demonstrating positive outcomes, like increased access to funding, improved business performance, and enhanced collaboration, will build strong evidence for sustained investment and expansion. • Institutionalization: Embedding the intervention within existing structures of support organizations, like local development agencies or chambers of commerce, ensures its integration into long-term development plans. • Creating champions: Cultivating successful entrepreneurs and BDS providers as ambassadors can attract further investment, inspire others, and demonstrate the program's value to all stakeholders. • Diversifying funding sources: Explore funding options beyond initial grants, such as public-private partnerships, fee-for-service models, or leveraging private sector investments in social impact initiatives. • Dissemination of knowledge products
<p>Arrangements / indications ensuring sustainability</p>	<p>Engage BDS consortium (Senegal Accompagnement) in the support process and, if necessary, train trainers.</p>



F) Transversal approach

How do interventions lend themselves to regional / international uptake or scaling up ?	Main interventions	Opportunities for take up and/or upscaling
	<p>Program to strengthen structures and services</p> <p>Support for a sustainable BDS consortium - Senegal Accompagnement</p> <p>Accompany AoEE in promoting entrepreneurial culture among SEED beneficiaries</p> <p>Honor Loan and digital product as a service</p> <p>Support the integration of the "entrepreneurial" dimension into training curricula</p>	<p>Knowledge management based on these experiences - in the form of a guide, toolbox or other. Identification of sustainable business models for BDS in the West African context, and best practices for SEED-specific support.</p> <p>Documentation on setting up a BDS network, sharing best practices and case studies</p> <p>Production of knowledge products on seeds and women's entrepreneurship</p> <p>Report on the implementation and methodology of the honor loan and digital product as a service.</p>
Specific opportunities to support a gender-transformative approach with this intervention	This intervention will focus on ensuring that women entrepreneurs have equal access to support and opportunities. To do this, it will require BDS providers to consider gender when selecting entrepreneurs to support but also the support program will include BDS providers that take into account gender approach in their organization. It will also require the consortium to be gender-balanced, including in its leadership/governance. In addition, the production of knowledge products on women's entrepreneurship will be used for awareness-raising and advocacy.	
Specific opportunities to support green economy and environmental transition with this intervention	This intervention will focus on promoting sustainable entrepreneurship in Senegal. To do this, it will require BDS providers to provide training on environmental and social issues to entrepreneurs.	
Specific opportunities to support digital transformation efforts with this intervention	<p>This intervention will focus on supporting the digital transformation of entrepreneurship in Senegal. To do this, it will provide training and resources to BDS providers to help them adopt and use digital technologies.</p> <p>Here is a more detailed explanation of the key points of the statement: Integrated management solutions can help BDS providers to automate tasks, improve efficiency, and make better decisions.</p> <p>By taking these steps, the intervention aims to create a more digitally enabled business environment in Senegal and to help entrepreneurs to benefit from the opportunities offered by digital technologies.</p>	



G) Links to other interventions and projects (EUD and other donors)

Opportunities for mutually reinforced coordination across other interventions and projects	<ul style="list-style-type: none"> - AFD - Senegal Office and project on honor loan - GIZ (ACCESS PME, IFE) - Expertise France (Entrepreneurship projects) - Enabel (ACTIV'INVEST, WECCOO, GUNGE MBAY, DEKKAL YAAKAAR) - Bio Invest
Opportunities for specific regional / international activities or upscaling	<ul style="list-style-type: none"> • Organising a regional event to bring together BDS providers to share experiences and best practices. This will help to improve the quality of support available to seed entrepreneurs. • Creating a guide to help incubators at the community level develop effective governance structures. This will help to ensure that incubators are well-run and that they are able to provide the best possible support to entrepreneurs. • Participating in international events: Encourage BDS providers to attend and showcase their work at international conferences, pitching competitions, and trade shows. This can raise awareness, attract investment, and build valuable connections. • Advocating for policy change: Work with regional policymakers to create a more supportive business environment for SEEDs beneficiaries and BDS providers, such as simplifying regulations, increasing access to finance, and promoting entrepreneurship education.

Intervention 2: Establish a system of effective communication and collaboration among the actors within the ecosystem

A) Identification Chart

Establish a system of effective communication and collaboration among the actors within the ecosystem.

WHERE: Geographical scope	National
WHAT: Key intervention information (2-3 bullet points)	<p>Creating a dynamic of communication and collaboration among ecosystem players is vital for maximizing their collective impact. To achieve this, a formal framework for regular dialogue and consultation will be established through APIX. This framework will facilitate private-private and public-private dialogues, enabling stakeholders to co-create specific solutions together.</p> <ul style="list-style-type: none"> • Set up a formal framework for regular dialogue and consultation between ecosystem players, in order to ensure the effective contribution of ecosystem players through private-private and public-private dialogue and co-create specific solutions together. • Develop concrete actions for improved communication and collaboration between AoEE.
CODE Number of intervention	SEN-2/2024
Budget	115.000 €
Timeframe	2024, 2025, 2026
Multiannual activity	YES
RESPONSIBILITIES	<ul style="list-style-type: none"> • Lead implementation agency: Lead implementation: ENABEL • Co-implementing agency: EUD • EUD: Private Sector Department and Cooperation Department of the Ministry in charge of Cooperation • Others if applicable: APIX



B) Impact, outcomes, outputs and activities of intervention(s), operational risks (alleviation)

What is the envisaged objective of the intervention with regards to the entrepreneurship ecosystem as a whole (holistic long-term result)?	<p>The overarching objective of this intervention is to foster a cohesive and synergistic entrepreneurship ecosystem by transcending the current siloed approach among its diverse stakeholders, including incubators, financing players, public entities, and others. Despite existing exchanges, the lack of follow-up with tangible actions hampers effective collaboration. The intervention seeks to rectify this by establishing formal consultation frameworks that form concrete activities aimed at enhancing communication and exchanges among these stakeholders.</p> <p>By breaking down silos and promoting robust collaboration, the intervention aims to create a holistic and sustainable ecosystem that provides entrepreneurs with optimised support. This shift towards a more integrated approach is expected to yield long-term benefits, including enhanced resource allocation, streamlined processes, and increased access to opportunities for entrepreneurs. Ultimately, the envisaged result is a dynamic entrepreneurship ecosystem characterised by efficient coordination, innovative partnerships, and collective efforts geared towards nurturing entrepreneurial success and fostering economic growth.</p> <p>One may note that ecosystem players work in silo (Incubators / Financing players / Public players, etc.). While there are exchanges between them, few are followed up by concrete actions to improve collaboration between all these players, who nevertheless share the common goal of providing entrepreneurs with the best possible support. The aim of this intervention is to create formal consultation frameworks leading to concrete actions/activities to improve communication and exchanges between the different stakeholders.</p>
Which are the activities for each component?	<p>2.1. Support the organisation of a framework for broad dialogue between ecosystem players and organisation of workshops to identify action for improved collaboration between players (C1 & C2)</p> <p>2.2. Support the recommendations and activities arising from the consultation framework (C1 & C2)</p>
And what main outputs do they contribute to?	<p>1.2 "NETWORKS": Entrepreneur Ecosystem actors are connected (nat+intl).</p> <p>2.2 "DIALOGUE": Public-private dialogue processes and consultations are strengthened to advocate for the creation and growth of SEED beneficiaries.</p>
How is an impact on the IYBA-SEED key final beneficiaries (women, youth) ensured?	<ul style="list-style-type: none"> • Better visibility of the opportunities offered by the ecosystem for entrepreneurs • Greater fluidity in the range of services on offer, and better interconnections between these services • Better access to financial and non-financial support mechanisms, taking into account the realities and needs of seed beneficiaries. • Inclusive Participation: Implement measures to actively involve women and youth in the dialogue and decision-making processes within the formal consultation frameworks. This ensures their voices are heard and their perspectives are considered in shaping collaborative initiatives. • Gender-sensitive data collection: Track and analyze data on the participation and success of women and youth entrepreneurs throughout the ecosystem to identify areas for improvement. • Partner with women-led organizations and youth programs: Collaborate with existing organizations and initiatives that support women and youth entrepreneurs to leverage their expertise and reach.
Contribution to the indicators to the overall logframe	<p>Outcome indicator : SO.2a</p> <p>Output indicator OTP1.2a, OTP2.2a</p>



Which are the operational risks that could prevent the achievement of the objectives/results?	<p>Risk 1: Lack of involvement and availability of institutional partners due to political context</p> <p>Risk 2: Resistance to Change and Siloed Mentalities</p> <p>Risk 3: Ineffective Communication and Consultation Processes</p>	<p>Indicate the likelihood of the risk 1 to occur: Medium</p> <p>Indicate the likelihood of the risk 2 to occur: High</p> <p>Indicate the likelihood of the risk 3 to occur: Medium</p>
How would you mitigate identified risks?	<p>Risk 1 mitigation:</p> <ul style="list-style-type: none"> - Establish clear roles and responsibilities for different stakeholders to avoid confusion and duplication of work. - Regularly track progress and celebrate successes to maintain motivation and demonstrate the value of collaboration. - Regularly gather feedback and adapt strategies based on stakeholder needs and challenges. <p>Risk 2 mitigation:</p> <ul style="list-style-type: none"> - Conduct initial needs assessments and involve stakeholders in the design and implementation of collaboration initiatives to increase buy-in. - Highlight the benefits of collaboration and showcase successful examples of cross-sectoral partnerships. - Address concerns and provide support to stakeholders transitioning to new approaches. - Foster a culture of openness, trust, and mutual respect within the ecosystem. <p>Risk 3:</p> <ul style="list-style-type: none"> - Invest in building communication skills and conflict resolution techniques for stakeholders. - Employ diverse and inclusive consultation methods to ensure all voices are heard and considered. - Utilise clear and transparent communication channels accessible to all stakeholders. - Appoint skilled facilitators to guide discussions and ensure productive outcomes. 	

C) Stakeholders Roles and Responsibilities

Lead implementer	Enabel			
Co-implementing partner(s)				
Main third-party stakeholder(s) and their role(s)/responsibilities	Main third-party stakeholder(s)	Role(s)/responsibilities	Envisaged contractual/operational agreement with stakeholder	Comments
	Groups of BDS providers	Partners/beneficiaries		...
	Public Institutions	Partners/beneficiaries		
	Entrepreneurs	Partners/beneficiaries		
	PTFs	Partners		
Other stakeholders and their role(s)/responsibilities	Other stakeholders		Role(s)/responsibilities	
	EUD		...	



Champions/role models (e.g. a successful business women, higher-level, well connected and active public figure who can help advocate the activities and help mobilise stakeholders and supporters)	APIX, Ministry in charge of the Economy, Sénégal Accompagnement, Ignite.e,
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D) Investment and co-resourcing and financial planning

Co-resourcing among implementing agencies including blended financing, if applicable	Agency	Resource-contribution e.g. facilities, HR etc.	Financial contribution (and volume)	Comments
	Enabel	Operational Agreement, HR, Expertise,	115.000	
	Expertise France			

E) Sustainability of action

Envisaged post-implementation continuation of activities (approach and timeline)	Long-term impact through win-win activities and partnerships for BDS organizations, with a better positioning of each in the ecosystem and a clearer understanding of the mandates and contributions of each entity.
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F) Transversal approach

How do interventions lend themselves to regional / international uptake or scaling up?	<p>Main interventions</p> <p>2.1. Support the organisation of a framework for broad dialogue between ecosystem players and organisation of workshops to identify action for improved collaboration between players</p>	<p>Opportunities for take up and/or upscaling</p> <p>Connect this framework (or a specific working group within it) to other PPDs in IYBA-SEED countries.</p> <p>Carry out a comparative study at regional/continental level on the effectiveness of PPDs and highlight best practices.</p>
Specific opportunities to support a gender-transformative approach with this intervention	Foster knowledge exchange between women-led organisations: sharing best practices, resources, and experiences among women-focused initiatives.	
Specific opportunities to support green economy and environmental transition with this intervention	Integrate sustainability into communication and collaboration: Incorporate discussions about sustainability and green practices into existing platforms, events, and training programs.	
Specific opportunities to support digital transformation efforts with this intervention	Online platforms for communication, resource sharing, and collaboration can be easily developed and scaled to reach stakeholders across Senegal and beyond.	



G) Links to other interventions and projects (EUD and other donors)

Opportunities for specific regional / international activities or upscaling	<ul style="list-style-type: none"> • Mentorship programs: Establishing a framework for cross-regional and international mentorship can connect experienced entrepreneurs with aspiring founders in different countries. • Best practice databases: Creating a publicly accessible database of successful collaboration initiatives and resources can inspire and guide others looking to replicate similar efforts. • Training programs: Develop standardized training modules on topics like communication, collaboration, and conflict resolution that can be delivered in different contexts.
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Intervention 3: Support public institutions in policies and initiatives aimed at improving the entrepreneurial climate in Senegal

A) Identification Chart

Support public institutions in policies and initiatives aimed at improving the Senegalese entrepreneurial climate

WHERE: Geographical scope (urban/rural regions, local/national)	National
WHAT: Key intervention information	<p>Despite the State of Senegal's proactive approach in bolstering the business environment, entrepreneurship continues to grapple with regulatory and fiscal challenges. A staggering 97% of businesses operate informally, with two-thirds of these ventures shuttering within their initial three years of operation. Recognizing this pressing issue, the government has undertaken a series of reforms and initiatives, albeit some are yet to be fully implemented. Intervention 3 consists in:</p> <ul style="list-style-type: none"> • Policy Support: Provide backing for public institutions in implementing and refining policies geared towards enhancing Senegal's entrepreneurial climate. • Reform Implementation: Facilitate the execution of government-led reforms aimed at addressing regulatory and fiscal hurdles faced by entrepreneurs. In particular, the implementation of the Startup Act, passed in 2020, is identified as one of the priority reforms. IYBA SEED Senegal will support the Commission (Sénégal Numérique Startup - ex CEAC) in charge of its implementation in collaboration with shareholders concerned. • Capacity building: Give the best monitoring, evaluation and management tools to the main institutional players involved in improving the business environment.
CODE	SEN-3/2024
Number of intervention	
Budget	370.000 euros
Timeframe	2024, 2025, 2026
Multiannual activity	YES
RESPONSIBILITIES	
<ul style="list-style-type: none"> • Lead implementation agency • Co-implementing agency • EUD • Others if applicable 	<p>Enabel</p> <p>Expertise France</p>



B) Impact, outcomes, outputs and activities of intervention(s), operational risks (alleviation)

What is the envisaged objective of the intervention with regards to the entrepreneurship ecosystem as a whole (holistic long-term result)? <i>E.g. Could be national (inclusive) approaches and offers, strengthened entrepreneurial programmes, partnerships and networks etc.</i>	<p>This intervention seeks, in partnership with relevant public entities:</p> <ul style="list-style-type: none"> Facilitating Effective Collaboration: Addressing the challenge of inadequate dialogue and information disparity among stakeholders. This hurdle impedes SEED beneficiaries from obtaining a clear understanding of opportunities and roles, hindering effective collaboration. Enhancing Entrepreneurial Focus in Policy: Contributing to the improved integration of entrepreneurship within policies aimed at enhancing the business climate. This ensures that the entrepreneurial aspect receives adequate attention and support in overarching policy frameworks. Targeted Policy Support: Identifying and bolstering policies with significant potential impact on the ecosystem. This involves not only operationalizing such policies but also refining and optimizing their implementation to maximize their positive effects on the entrepreneurial landscape. 	
Which are the activities for each component?	<p>3.1 Support the development of reforms/policies/strategies related to entrepreneurship (C2) 3.2 - Support for implementation of the Startup Act (C2) 3.3- Revue du programme de réformes de l'environnement des affaires et de la compétitivité (C4)</p>	
And what main outputs do they contribute to?	<p>2.1. "BUSINESS ENVIRONMENT": Conducive policy, laws and/or regulation targeting SEED beneficiaries are supported.</p> <p>2.3. "BUSINESS ENVIRONMENT" Capacity building for institutional actors and public bodies</p>	
How is an impact on the IYBA-SEED key final beneficiaries (women, youth) ensured?	<p>Inclusive Policy Design: The intervention encompasses policies that specifically address the unique challenges and opportunities faced by women and youth in the entrepreneurial landscape. This includes tailoring initiatives to their needs, fostering inclusivity, and mitigating any gender or age-related barriers.</p>	
Contribution to the indicators to the overall logframe	<p>Outcome indicator SO 2 - Number of business environment reforms developed/ improved/ approved /adopted/ implemented with the project's support Output indicator : OTP2.1a, OTP2.1b, OTP2.3a</p>	
Which are the operational risks that could prevent the achievement of the objectives/results?	<p>Risk 1: Lack of engagement from public institutions</p> <p>Risk 2: Overlapping programs from different development partners</p>	<p>Likelihood of the risk 1 to occur: Medium</p> <p>Likelihood of the risk 2 to occur: High</p>
How would you mitigate identified risks?	<p>Risk 1 Mitigation: Establish clear communication channels and engagement mechanisms to ensure active involvement and commitment from public institutions (Direction de la Coopération). Provide capacity-building sessions to enhance their understanding of the project's goals and their role in its governance.</p> <p>Risk 2 Mitigation: Coordinate closely with development partners to streamline efforts and avoid duplication of actions. Conduct regular assessments of existing programs to identify overlaps and potential areas for collaboration. Provide targeted support to enhance the capacity of public entities to manage multiple engagements effectively. Establish clear communication channels to facilitate coordination and resource sharing among stakeholders.</p>	



C) Stakeholders Roles and Responsibilities

Lead implementer	Enabel			
Co-implementing partner(s)	Expertise France			
Main third-party stakeholder(s) and their role(s)/responsibilities	Main third-party stakeholder(s)	Role(s)/responsibilities	Envisaged contractual/operational agreement with stakeholder	Comments
	Public institutions	Partners / Beneficiaries	Operational agreement	...
	Startup Agency	Partner		
	FTPs	Partner		
	Training Institute	Provider	Procurement contract	
	Professional Associations	Partners		
Champions/role models	APIX, CNES, CNP, Club des investisseurs			

D) Investment and co-resourcing and financial planning

Co-resourcing among implementing agencies including blended financing, if applicable	Agency	Resource-contribution e.g. facilities, HR etc.	Financial contribution (and volume)	Comments
	Enabel	Facilities, HR, Expertise	285.000 €	...
	Expertise France	Expertise	85.000 €	

E) Sustainability of action

Envisaged post-implementation continuation of activities (approach and timeline)	The endorsed policies and initiatives are championed by public entities, who will receive comprehensive training as part of the project. This training will equip them with advanced methodologies and techniques for effective monitoring, evaluation, and quality management, ensuring robust implementation and sustainable impact in the long run.
Arrangements / indications ensuring sustainability (e.g. partnership agreements beyond project duration; financing commitments etc.)	MoUs with targeted institutions, Implication of targeted entities in the project governance



F) Transversal approach

How do interventions lend themselves to regional / international uptake or scaling up?	Main interventions	Opportunities for take up and/or upscaling
<i>Per main intervention, please indicate the potential opportunities for take up in other IYBA-SEED countries and/or for international interventions</i>	Support public institutions in policies and initiatives aimed at improving the entrepreneurial climate in Senegal	<ol style="list-style-type: none"> 1. Peer Learning on the effectiveness of policies and initiatives to support the entrepreneurial climate in IYBA-SEED countries 2. Create a working group on entrepreneurship-related reforms in IYBA-SEED countries
Opportunities for mutually reinforced impact across components	The effectiveness of the reforms/policies/initiatives supported under the project will depend not only on the successful establishment of a framework for dialogue with stakeholders (intervention 2), but also on awareness-raising and access to information for stakeholders and beneficiary SEEDs on opportunities at local and regional/international levels.	
Specific opportunities to support a gender-transformative approach with this intervention	Policy Advocacy: Advocating for gender-inclusive policies and initiatives within the entrepreneurial ecosystem, addressing systemic barriers and promoting equal opportunities for women in the private sector.	
Specific opportunities to support green economy and environmental transition with this intervention	Policy Advocacy for Environmental Regulations: Advocating for the implementation of environmental regulations and policies that support the transition to a green economy, such as carbon pricing, emissions reduction targets, and incentives for green investments.	
Specific opportunities to support digital transformation efforts with this intervention	Policy Support for Digitalization: Advocate for and support policies aimed at improving the business climate through the digitalization of cumbersome and/or inaccessible administrative procedures, particularly in rural areas. This could involve initiatives to streamline online registration processes, digitize permit applications, and enhance access to digital services for rural businesses.	

G) Links to other interventions and projects (EUD and other donors)

Opportunities for mutually reinforced coordination across other interventions and projects	<ul style="list-style-type: none"> - PREAC (Apix) - Espaces Senegal Services (Senum/Der) - Startup Act Operationalization (Expertise France, CEAC) - Gunge Mbey (Enabel) - Eter (Banque mondiale/adeptme)
Opportunities for specific regional / international activities or upscaling	<p>Peer Learning on Policy Effectiveness: Facilitate peer learning sessions among countries within the IYBA network to share best practices and lessons learned regarding the effectiveness of policies and initiatives supporting entrepreneurial climate. This could involve organizing workshops, seminars, or virtual forums where policymakers and stakeholders exchange insights, challenges, and success stories to inform policy improvements and implementation strategies.</p> <p>Establishment of a Working Group on Entrepreneurship Reforms: Create a dedicated working group focused on entrepreneurship reforms within the IYBA countries. This working group could serve as a platform for policymakers, experts, and practitioners to collaborate on identifying priority areas for reform, sharing knowledge and experiences, and developing action plans to advance entrepreneurship policies and regulations. The group could meet regularly to discuss specific reform initiatives, monitor progress, and provide recommendations for policy improvements based on peer-reviewed evidence and international best practices.</p>

