Table 1. Senegal: Summary and Timetable of Macroeconomic and Structural Adjustment Measures, 1999-2001

| Policy Area        | Objectives and Targets                                                          | Strategies and Measures                                                                                                                                                                                 | Timetable     | Technical Assistance |
|--------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------|
| A. Fiscal policies | Maintain fiscal stability and increase public savings.                          | • Consolidate revenue mobilization and expenditure rationalization efforts.                                                                                                                             | 1999-2001     |                      |
| 1. Revenue         | Continue reform of the tax system to expand the tax base and improve its yield. | • Finalize the external tariff reform consistent with WAEMU's common external tariff policy objectives.                                                                                                 | 1999-2001     | IMF and World Bank   |
|                    |                                                                                 | • Rationalize the system of import surcharges and reference values, and eliminate the Codes des précisions, in accordance with the decisions taken <i>on common tariff surcharges</i> within the WAEMU. | 1999–2000     |                      |
|                    |                                                                                 | • Strengthen the monitoring of large taxpayers.                                                                                                                                                         | 1999-2001     |                      |
|                    |                                                                                 | • Expand the use of NINEA as single taxpayer identification number system, instead of the taxpayer identification systems presently in use at customs and the tax departments.                          | December 1999 |                      |
|                    |                                                                                 | • Continue to closely monitor conditional tax exempt arrangements (bonded warehouses, temporary admissions, export processing enterprises).                                                             | 1999-2001     |                      |
|                    |                                                                                 | • Adopt a single VAT rate at an appropriate level.                                                                                                                                                      | July 1, 2000  |                      |
|                    |                                                                                 | • Reduce exemptions to customs duties and all exemptions to VAT in the context of the regional harmonization of domestic taxation and the adoption of the CET.                                          | 1999-2000     |                      |
|                    |                                                                                 | • Continue to simplify the taxation of small enterprises and better tax the informal sector.                                                                                                            | 1999-2001     | IMF                  |
|                    |                                                                                 | • Continue implementation of the import inspection program (PVI).                                                                                                                                       | 1999-2000     |                      |
|                    |                                                                                 | • Revise the investment incentive systems together with WAEMU member countries and adopt a regional investment code.                                                                                    | 1999-2000     |                      |

| Policy Area            | Objectives and Targets                                                                      | Strategies and Measures                                                                                                                                                  | Timetable        | Technical Assistance |
|------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------|
| 2. Current expenditure | Pursue a policy of controlling current expenditure by                                       | • Limit the number of civil servants to 67,000, excluding volunteers and contractual teachers.                                                                           | 1999-2001        |                      |
|                        | improving its structure.                                                                    | • Implement the new salary adjustment system, that is partly automatic and partly merit based.                                                                           | December 1999    |                      |
|                        |                                                                                             | • Provide appropriate medium-term budgetary resources to the Ministries of National Education, Health, and Justice as defined in the experts' medium-term programming.   | 1999             |                      |
|                        |                                                                                             | • Implement the institutional reform of the FNR.                                                                                                                         | December 1999    | ILO                  |
|                        |                                                                                             | • Increase the share of expenditure allocated to the priority social sectors.                                                                                            | 1999-2001        |                      |
|                        |                                                                                             | • Strictly limit transfers and subsidies to public enterprises to the amounts specified in the budget; no longer grant subsidies to state-owned or semipublic companies. | 1999-2001        |                      |
|                        |                                                                                             | • Conduct annual public expenditure review                                                                                                                               | 1999-2001        | World Bank           |
| 3. Capital expenditure | Prioritize public investments; improve the effectiveness of government capital expenditure. | • Adopt a detailed action plan for the implementation of budgeting by objectives in                                                                                      | July 1999<br>and | World Bank           |
|                        |                                                                                             | the Ministries of health and education (July 1999), and justice (December 1999)                                                                                          | December 1999    |                      |
|                        |                                                                                             | • Effective implementation of the budgeting<br>by objective in the ministries of health and<br>education                                                                 | Budget 2001      | World Bank           |
|                        |                                                                                             | • Increase the share of priority projects, especially those devoted to infrastructure, human resource development, and poverty alleviation.                              | 1999-2001        |                      |
|                        |                                                                                             | • Strengthen the evaluation, programming, and monitoring of investment, including through a multi year sectoral development plan and the AIDA system.                    | 1999-2001        |                      |
|                        |                                                                                             | • Closely monitor quarterly performance indicators for the execution of the public investment program.                                                                   | 1999-2001        |                      |

| Policy Area                                      | Objectives and Targets                                                                                                                                       | Strategies and Measures                                                                                                                                                                                                                            | Timetable      | Technical Assistance   |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|------------------------|
|                                                  |                                                                                                                                                              | • Submit the draft three-year rolling public investment program (PTIP) (2000-2002) to the World Bank for review.                                                                                                                                   | September 1999 | World Bank             |
|                                                  |                                                                                                                                                              | • Adopt the 2000-2002 PTIP.                                                                                                                                                                                                                        | Dec. 1999      |                        |
|                                                  |                                                                                                                                                              | • Ensure that recurrent project costs are identified and taken into account.                                                                                                                                                                       | 1999-2001      |                        |
| 4. Public service delivery and governance reform | Strengthen the personnel management and control system through greater control of staffing levels.                                                           | • Interconnect and standardize the three files (payroll, civil service, technical ministries) and make them consistent with the staffing plans of the various ministries.                                                                          | December 1999  | World Bank             |
|                                                  | Improve efficiency and effectiveness of public services.                                                                                                     | • Complete the users' survey on the quality of public services.                                                                                                                                                                                    | June 1999      | World Bank and UNDP    |
|                                                  |                                                                                                                                                              | • Have the new government procurement code adopted                                                                                                                                                                                                 | December 1999  | World Bank             |
|                                                  |                                                                                                                                                              | • Organize a national workshop to validate the findings and outcome of the user survey                                                                                                                                                             | July 1999      | World Bank and UNDP    |
|                                                  |                                                                                                                                                              | • Hold a consensus-building workshop on the quality of public service delivery and prepare an integrated action plan on the quality of public service delivery and governance                                                                      | December 1999  | World Bank and<br>UNDP |
|                                                  | Implementation of the decentralization law.                                                                                                                  | • Complete the transfer of responsibilities in<br>the context of decentralization and<br>systematize the assistance given by the<br>Regional Development Agency (ARD).                                                                             | 1999-2001      |                        |
|                                                  |                                                                                                                                                              | • Implement the recommendations of the national plan for good governance (PNBG) in regard to the improvement of service quality by local and central governments, improvement of the judiciary and business climate, and better capacity building. | 1999-2000      | World Bank<br>and UNDP |
| 5. Urban development and support for communes.   | Facilitate Senegal's growing urbanization and encourage the participation of local governments in the financing of infrastructure and basic social services. | <ul> <li>Continue audits of communes to define<br/>priority investment and maintenance<br/>programs.</li> </ul>                                                                                                                                    | 1999           | World Bank             |
|                                                  |                                                                                                                                                              | • Continue organizational and financial audits to define municipal adjustment programs.                                                                                                                                                            | 1999           |                        |
|                                                  |                                                                                                                                                              | • Reinforce the efficacy of the Municipal Development Agency .                                                                                                                                                                                     | 1999-2002      |                        |
|                                                  |                                                                                                                                                              |                                                                                                                                                                                                                                                    |                |                        |

| Poli | cy Area                                            | Objectives and Targets                                          | Strategies and Measures                                                                                                                                       | Timetable             | Technical Assistance |
|------|----------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------|
|      |                                                    |                                                                 | • Promote the reform of local taxation.                                                                                                                       | 1999-2002             |                      |
| В. 1 | Public debt                                        | Reduce debt service to a sustainable level.                     | • Limit new concessional loans to those entailing a grant element of at least 35 percent.                                                                     | 1999-2001             |                      |
|      |                                                    |                                                                 | • Make all government and government-<br>guaranteed borrowing subject to prior<br>authorization by the Ministry of Economy,<br>Finance and Planning.          | 1999-2001             |                      |
| C.   | Public enterprises                                 | Reduce the size of the public enterprise sector and enhance its | • Complete execution of the public enterprise restructuring program by 2000                                                                                   | December 2000         |                      |
|      |                                                    | efficiency.                                                     | • Finalize the transfer of the former SOTRAC to the private buyers.                                                                                           | November 1999         |                      |
|      |                                                    |                                                                 | • Privatization of SICAP, the Méridien-<br>Président hotel, MSAD, SONEPI, operation<br>of the Dakar-Bamako railway, SONACOS,<br>SODIDA, SODEFITEX, and CEREEQ | December 1999         |                      |
|      |                                                    |                                                                 | Restructure CEREEQ and SONAFOR                                                                                                                                | December 1999         |                      |
|      |                                                    |                                                                 | • Privatization of SIDEC, SENRE, and SAPCO.                                                                                                                   | December 2000         |                      |
|      |                                                    |                                                                 | <ul> <li>Finalization of studies regarding the<br/>opportunity of privatizing CICES and<br/>LONASE</li> </ul>                                                 | December 2000         |                      |
|      |                                                    |                                                                 | • Set up of a working group to consider<br>means to guarantee the long-term viability of<br>the national postal services.                                     | March 2000            |                      |
|      |                                                    |                                                                 | • Provide an annual report on the economic and financial result of the state enterprises                                                                      | December of each year |                      |
| D.   | D. Monetary and credit policy and financial market | Design a credit policy consistent with the targets for regional | •Continue to implement a prudent monetary policy, essentially using indirect instruments.                                                                     | 1999-2001             |                      |
|      | development                                        | growth, inflation, and external assets.                         | • Develop the secondary markets in treasury bills and central bank paper.                                                                                     | 1999-2001             |                      |
|      |                                                    |                                                                 | • Eliminate outstanding central bank credits to the government, in line with WAMU guidelines.                                                                 | 1999-2001             |                      |

| Policy Area                              | Objectives and Targets                                                             | Strategies and Measures                                                                                                                             | Timetable     | Technical Assistance |
|------------------------------------------|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------|
|                                          | Enhance the soundness of the banking system and improve financial. intermediation. | Review the prudential arrangements in<br>concertation with the regional banking<br>commission                                                       | 1999-2000     |                      |
|                                          |                                                                                    | • Continue to strictly enforce the prudential ratios established by the regional banking commission.                                                | 1999-2001     |                      |
|                                          |                                                                                    | • Implement the recommendations of bank audits in progress.                                                                                         | 1999-2001     |                      |
|                                          |                                                                                    | • Promote medium-term financing and access to technical assistance for small and medium-sized companies.                                            | 1999-2001     | IFC                  |
|                                          |                                                                                    | • Improve functioning of commercial courts and procedures to liquidate collateral for bank loans.                                                   | 1999          |                      |
|                                          | Promote private equity and develop the securities markets.                         | • Encourage the development and diversification of institutions and instruments for financing investments (especially leasing and venture capital). | 1999-2001     |                      |
|                                          |                                                                                    | <ul> <li>Continue to sell shares of partially<br/>privatized enterprises on the regional stock<br/>market</li> </ul>                                | 1999-2001     |                      |
| E. Regulatory and judicial framework for | Promote private sector activity and reduce distortions.                            | • Continue liberalization of domestic and foreign trade, and of the pricing system.                                                                 | 1999-2001     |                      |
| economic activities                      | distortions.                                                                       | • Finalize the audit of the FPE.                                                                                                                    | December 1999 |                      |
|                                          |                                                                                    | • Promote respect of the rules of competition.                                                                                                      | 1999-2001     | World Bank           |
|                                          | Improve the legal environment and the performance of the judicial system.          | • Ensure the implementation of the uniform OHADA instruments.                                                                                       | 1999          |                      |
|                                          |                                                                                    | • Present to Parliament for adoption the new recovery and enforcement procedure, as well as the collective procedures for debt recovery.            | October 1999  |                      |
|                                          |                                                                                    | • Present to Parliament for adoption the new regulations concerning the paralegals.                                                                 | October 1999  |                      |
|                                          |                                                                                    | • Modernization of the Commerce Tribunal.                                                                                                           | December 1999 |                      |
|                                          |                                                                                    | • Train judges in commercial law.                                                                                                                   | 1999-2001     |                      |
|                                          |                                                                                    |                                                                                                                                                     |               |                      |

| Policy Area      | Objectives and Targets                                                                                                                                                | Strategies and Measures                                                                                                                                                                              | Timetable       | Technical Assistance |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------|
|                  |                                                                                                                                                                       | • Increase budgetary appropriations allocated to the administration of justice according to the recommendations of the public expenditure review.                                                    | 1999-2001       |                      |
|                  | Reduce restrictions on international financial transactions.                                                                                                          | • Continue to study options for the gradual liberalization of capital flows.                                                                                                                         | 1999-2001       |                      |
|                  | transactions.                                                                                                                                                         | • Continue to improve institutional support<br>and streamline administrative processes for<br>exporters.                                                                                             | 1999            | World Bank           |
|                  |                                                                                                                                                                       | • Adopt the legislation for the creation of a Promotion Agency for investments and exports.                                                                                                          | December 1999   |                      |
| F. Energy policy | Eliminate all energy<br>sector monopolies or<br>rigid oligopolies (trade<br>in fuelwood, petroleum<br>products, and electric<br>power generation and<br>distribution) | • Reduce import tariffs on petroleum products in line with the CET and the differential between refined 'white and black' petroleum products to a maximum of 15 percentage points.                   | January 1, 2000 |                      |
|                  |                                                                                                                                                                       | • Continue to reduce the temporary and degressive surtax on imports of refined petroleum products; pay this surtax to the State budget.                                                              | 1999-2001       |                      |
|                  |                                                                                                                                                                       | • Eliminate the implicit subsidies on black products sold for electricity generation over three years (1998-2001); on butane over four years (1998-2002).                                            | 1999-2002       |                      |
|                  |                                                                                                                                                                       | • Finalize the amendment formally revoking SAR's convention.                                                                                                                                         | End-June 1999   |                      |
|                  |                                                                                                                                                                       | • Evaluate the progress made with SAR's investments that justified the surtax.                                                                                                                       | September 1999  |                      |
|                  |                                                                                                                                                                       | • Finalize the study on the distribution margins and transport cost of petroleum products.                                                                                                           | September 1999  |                      |
|                  |                                                                                                                                                                       | • Finalize the supplementary study on the technical specifications of petroleum products and update the relevant decree, including the necessary modifications in the calculation of product prices. | September 1999  |                      |

| Policy Area                          | Objectives and Targets                                                         | Strategies and Measures                                                                                                                                                           | Timetable      | Technical Assistance |
|--------------------------------------|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------|
|                                      |                                                                                | • Sale of the drilling equipment and lodging facilities of PETROSEN.                                                                                                              | December 1999  |                      |
|                                      |                                                                                | • Activate the agency to regulate the petroleum sector.                                                                                                                           | November 1999  |                      |
|                                      |                                                                                | • Establish the Commission regulating the electricity sector; hire its employees; approve its budget and procedures manual.                                                       | September 1999 |                      |
|                                      |                                                                                | • Establish the Senegalese agency for rural electrification (ASER); hire its employees; approve its budget and procedures manual.                                                 | November 1999  |                      |
|                                      |                                                                                | • Sale of shares to SENELEC workers (maximum 10 percent) and to the strategic partner or other private sector operators; reduction of state ownership to no more than 41 percent. | November 1999  |                      |
|                                      |                                                                                | • Implement the provisions of the new forestry Code.                                                                                                                              | 1999-2001      |                      |
|                                      |                                                                                | • Put in place quotas and adopt measures to guarantee a controlled forestry operation.                                                                                            | June 1999      |                      |
|                                      |                                                                                | • Liberalize charcoal and woodfuel prices.                                                                                                                                        | End-1999       |                      |
|                                      |                                                                                | • Launch a program to diversify cooking fuels and promote the use of kerosene.                                                                                                    | June 1999      |                      |
| G. Agricultural and fisheries policy | Ensure food security by means of diversified and competitive local production. | • Follow the recommendations of the strategic orientation document.                                                                                                               | 1999-2001      |                      |
|                                      |                                                                                | • Reorganize the support units for the agricultural sector and farmers:                                                                                                           |                |                      |
|                                      |                                                                                | - Restructure the Ministry of Agriculture.                                                                                                                                        | 1999           |                      |
|                                      |                                                                                | - Establish the National Agency for Agricultural and Rural Advice.                                                                                                                | 1999           |                      |
|                                      |                                                                                | - Augment the role of producers organizations in agricultural development.                                                                                                        | 1999-2000      |                      |
|                                      |                                                                                | • Liberalize the trade in agriculture products in the context of WAEMU's CET.                                                                                                     | January 2000   |                      |

| Policy Area | Objectives and Targets                                        | Strategies and Measures                                                                                                                                                                                                                           | Timetable     | Technical Assistance |
|-------------|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------|
|             | Support the development of private investment in agriculture. | • Review the real estate law in order to better secure agricultural private investment.                                                                                                                                                           | 2000-2001     |                      |
|             |                                                               | • Modernize techniques, tools and means of action of the agricultural sector; restore soil fertility, including through a continuation of the phosphates program; restructure the fertilizer subsector; improve access to quality seed varieties. | 1999-2001     |                      |
|             |                                                               | • Finalize a priority investment program for<br>the agricultural sector based on the<br>recommendations of the strategic orientation<br>paper.                                                                                                    | December 1999 |                      |
|             | Water                                                         | • Continuation of the assessment of water needs.                                                                                                                                                                                                  | 1999          |                      |
|             |                                                               | • Implement water-saving programs in irrigated areas.                                                                                                                                                                                             | 1999-2001     |                      |
|             | Cotton sector.                                                | •Maintain the free determination of the sale price of fiber to local textile mills.                                                                                                                                                               | 1999-2001     |                      |
|             |                                                               | • Finalize the rehabilitation and privatization of SODEFITEX.                                                                                                                                                                                     | November 1999 |                      |
|             | Horticulture.                                                 | • Streamline administrative procedures for exports.                                                                                                                                                                                               | 1999          | World Bank           |
|             |                                                               | •Adopt a decree creating a control unit of the quality of horticultural products to standardize fruit and vegetable quality.                                                                                                                      | 1999          |                      |
|             | Livestock                                                     | • Pursue privatization of SODESP and veterinary medicine.                                                                                                                                                                                         | 1999          |                      |
|             |                                                               | • Pursue the development of animal production.                                                                                                                                                                                                    | 1999-2001     |                      |
|             |                                                               | • Continue to promote exports from the leather and skins subsector.                                                                                                                                                                               | 1999-2001     |                      |
|             | Fisheries                                                     | • Apply the new fishing code for the preservation and national exploitation of fishing resources.                                                                                                                                                 | 1999-2001     |                      |
|             |                                                               | • Finalize the fisheries development master plan together with the private sector                                                                                                                                                                 | June 1999     |                      |

| Policy Area                | Objectives and Targets | Strategies and Measures                                                                                                                                                                                                                         | Timetable                    | Technical Assistance |
|----------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------|
|                            |                        | • Prepare a sectoral policy letter for the fishing sector, which clearly defines the role of the state and the private sector in this sector.                                                                                                   | September 1999               |                      |
|                            |                        | • Prepare an investment program in conformity with the guidelines of the master plan and the sectoral policy letter.                                                                                                                            | December 1999                |                      |
|                            |                        | • Complete the privatization of fishing equipment.                                                                                                                                                                                              | 1999-2000                    |                      |
| H. Other sectoral policies | Transportation.        | • Develop transnational transportation infrastructure to open Senegal up within the WAEMU (roads, railroads, ports, airports).                                                                                                                  | 1999-2001                    | World Bank           |
|                            |                        | • Create a consultative committee to follow<br>up on the road fund (CCFR) and set up of its<br>technical secretariat                                                                                                                            | End-June 1999                |                      |
|                            |                        | • Finalize the study formulating an autonomous agency for road works (ATR).                                                                                                                                                                     | End-June 1999                |                      |
|                            |                        | • Create the ATR.                                                                                                                                                                                                                               | December 1999                |                      |
|                            |                        | • Continue to improve the competitiveness of<br>the Port of Dakar (keep personnel costs<br>below 30 percent of operating costs and<br>billing periods to a maximum of one month).                                                               | 1999-2000                    | World Bank           |
|                            |                        | • Privatization of the management of                                                                                                                                                                                                            |                              |                      |
|                            |                        | Senegal's airports: - adoption of legislative framework; - implementation.                                                                                                                                                                      | October 1999<br>January 2000 |                      |
|                            |                        | • Restructure the Dakar-Bamako international rail line through the start up of the joint Senegalese-Malian private management company for the Dakar-Bamako international rail line (SETI), and the designation of the private railway operator. | January 1, 2000              |                      |
|                            |                        | <ul> <li>Design a program for improved<br/>management of rural roads.</li> </ul>                                                                                                                                                                | 1999                         | World Bank           |
|                            |                        | • Reform the legal and operational framework of urban transportation for its complete liberalization.                                                                                                                                           | 1999-2000                    |                      |
|                            | Mining sector.         | • Adopt the revised Mining Code in the framework of a WAEMU common mining code.                                                                                                                                                                 | 2000                         |                      |

| Pol | icy Area                               | Objectives and Targets                                                                                                                                                     | Strategies and Measures                                                                                                                                                 | Timetable         | Technical Assistance |
|-----|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------|
|     |                                        |                                                                                                                                                                            | • Update and modernize the geological and cartographic database.                                                                                                        | 1999              |                      |
|     |                                        | Urban waterworks.                                                                                                                                                          | • Create a Regulatory Agency for the subsector of urban waterworks.                                                                                                     | End-December 2000 |                      |
|     |                                        |                                                                                                                                                                            | • Agree on a calendar for the payment of the arrears of COUD and CROUS vis-à-vis the SDE.                                                                               | End-June 1999     |                      |
|     |                                        |                                                                                                                                                                            | • Harmonize VAT rates along the whole water distribution chain.                                                                                                         | End-June 1999     |                      |
|     |                                        |                                                                                                                                                                            | • Identify adequate measures to insure the financial health of the sub-sector.                                                                                          | End-June 1999     |                      |
| I.  | Human resources development  1. Health | Ensure better access to quality health care. Improve the management and                                                                                                    | • Reinforce the financial and sanitary information system to improve the performance indicators in this sector.                                                         | 1999-2000         | World Bank           |
|     | 1. Health                              | viability of the public health system. Reduce the fertility rate.                                                                                                          | • Apply the recommendations of the public expenditure review catered to increase the capacity absorption in the Health Ministry.                                        | 1999-2000         |                      |
|     |                                        |                                                                                                                                                                            | • Develop contractual arrangements between<br>the local governments and the centralized<br>services of the Health Ministry (medical<br>regions and sanitary districts). | 1999-2001         |                      |
|     |                                        | • Increase the share of current government expenditure on health care by at least 0.5 percent per year to reach the WHO standard of 9 percent by 2002.                     | 1999-2002                                                                                                                                                               | World Bank        |                      |
|     |                                        | • Continue to execute the recruitment plan for<br>the Ministry of Health and Social Action with<br>a target of recruiting 250 staff per year (all<br>categories combined). | 1999-2001                                                                                                                                                               |                   |                      |
|     |                                        |                                                                                                                                                                            | • Reduce the number of inhabitants per health center from about 158,000 in 1997 to 150,000 by 2000.                                                                     | 1999-2000         |                      |
|     |                                        |                                                                                                                                                                            | • Reduce the number of inhabitants per health post from around 11,000 in 1997 to 10,000 in 2000                                                                         | 1999-2000         |                      |
|     |                                        |                                                                                                                                                                            | • Reduce deaths in childbirth by 25 percent, from 510 per 100,000 births in 1997 to 380 per 100,000 births in 2002.                                                     | 1999-2002         |                      |

| Policy Area          | Objectives and Targets                                               | Strategies and Measures                                                                                                                                           | Timetable | Technical Assistance |
|----------------------|----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------------|
|                      |                                                                      | • Finalize the project concerning the set up of hospitals and health centers guaranteeing their financial autonomy and their sustainable solid financial footing. | 1999-2000 |                      |
|                      |                                                                      | • Assist the hospitals in preparing their establishment projects.                                                                                                 | 1999      | World Bank           |
|                      |                                                                      | • Change the status of the Pharmacie<br>Nationale d'Approvisionnement (PNA), with<br>a view to providing more management<br>autonomy.                             | June 1999 |                      |
|                      |                                                                      | • Increase immunization coverage from 60 percent in 1997 to 80 percent by 2002.                                                                                   | 1999-2002 |                      |
|                      |                                                                      | • Reduce the fertility index from 5.9 in 1997 to 5.3 in 2000.                                                                                                     | 1999-2000 |                      |
|                      |                                                                      | • Promote the distribution and use of generic drugs.                                                                                                              | 1999-2001 |                      |
|                      |                                                                      | • Reform the statutory and regulatory framework of mutual health insurance organizations.                                                                         | 1999-2001 |                      |
|                      |                                                                      | • Rehabilitate private sector health insurance companies.                                                                                                         | 1999-2001 |                      |
| 2. Population policy | Control population growth (increase the                              | • Continue to implement the program of priority actions related to population.                                                                                    | 1999-2001 |                      |
|                      | contraception prevalence rate from 9 percent in 1997 to              | • Step up support to local governments in the area of population control.                                                                                         | 1999-2001 |                      |
|                      | 16 percent in 2002).                                                 | • Conclude the action program aimed at lowering the fertility rate in the framework of the population program (PAIP).                                             | 1999-2001 |                      |
| 3. Education         | Improve the availability, effectiveness and quality of education by: | • Adopt the 10-year education and training program (PDEF).                                                                                                        | June 1999 |                      |
|                      |                                                                      | • Define a sustainable hiring policy for teachers as part of the PDEF.                                                                                            | June 1999 |                      |
|                      |                                                                      | • Adopt and implement the corrective action plan for the reform of higher education:                                                                              | 1999-2000 |                      |
|                      |                                                                      | - Rationalize higher education, as recommended by PAES, by gradually reducing its share of the overall education budget to 20.3 percent in 2000;                  | 1999-2000 |                      |

| Policy Area      | Objectives and Targets                                                                                                                    | Strategies and Measures                                                                                                                              | Timetable  | Technical Assistance |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------------------|
|                  |                                                                                                                                           | - Approve the procedures manual of the University Research Fund;                                                                                     | 1999       |                      |
|                  |                                                                                                                                           | - Prepare a plan to reduce the number of students at UCAD to 15,000 students;                                                                        | 1999       |                      |
|                  |                                                                                                                                           | - Progressively diminish the amount devoted to scholarships for overseas studies to CFAF 1 billion and transfer the savings to the education sector. | 1999-2001  |                      |
|                  |                                                                                                                                           | • Have beneficiaries and enterprises share part of the cost of professional training.                                                                | 1999-20001 |                      |
|                  |                                                                                                                                           | • Promote continued improvement in the quality of primary education and increase enrollment rates in rural areas, especially among girls.            | 1999-2001  | World Bank           |
|                  | - Increasing the gross primary enrollment ratio from 59.7 percent in 1997 to 70 percent by 2000 and 75 percent in 2001.                   | Gradually increase the share of the overall education budget devoted to primary education.                                                           | 1999-2001  |                      |
|                  | - Increasing the enrollment rate for girls from 53 percent in 1997 to 60 percent by 2000;                                                 | • Build and equip about 1,500 primary classrooms annually and complete the ongoing classroom rehabilitation program.                                 | 1999-2000  |                      |
|                  | to oo percent by 2000,                                                                                                                    | • Annually recruit 1,500 primary school teachers.                                                                                                    | 1999-2001  |                      |
|                  | - Reducing repetition rates in grades 5 and 6 from 14 percent and 28 percent, respectively, in 1997 to 10 percent and 18 percent by 2000. | • Implement new regulations for primary school teacher training, recruitment, salaries, and career plans conducive to primary education for all.     | 1999-2000  |                      |
|                  | Eliminate adult illiteracy.                                                                                                               | • Increase the number of beneficiaries of literacy programs by 20,000 a year (75 percent women) between 1997 and 2000.                               | 1999-2000  |                      |
| 4. Role of women | Enhance the integration of women into political, economic, and social life                                                                | • Implement a national action plan for women and start implementation.                                                                               | 1999-2000  | World Bank           |
|                  | economic, and social me                                                                                                                   | • Reduce the rate of female illiteracy by developing functional literacy.                                                                            | 1999-2001  |                      |

| Policy Area                     | Objectives and Targets Strategies and Measures                                                                  |                                                                                                                                                                                  | Timetable | Technical Assistance |  |  |
|---------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------------|--|--|
| 5. Program of poverty reduction | Improve the living conditions of the poorest social groups.                                                     | • Intensify the coordinated measures to help<br>the most-disadvantaged social groups in<br>accordance with the national poverty<br>alleviation program.                          | 1999-2001 | World Bank           |  |  |
|                                 |                                                                                                                 | <ul> <li>Increase the income of the poorest segments<br/>of the population by:</li> <li>developing strategies for promoting micro-</li> </ul>                                    | 1999      |                      |  |  |
|                                 |                                                                                                                 | <ul><li>and small-scale enterprises (MPE);</li><li>supporting the creation and development of MPEs;</li></ul>                                                                    | 1999      |                      |  |  |
|                                 |                                                                                                                 | - strengthening the regulatory and financial environment of MPEs.                                                                                                                | 1999      |                      |  |  |
|                                 |                                                                                                                 | <ul><li>Improve living conditions by:</li><li>devising development plans for poor urban</li></ul>                                                                                | 1999      |                      |  |  |
|                                 |                                                                                                                 | neighborhoods and rural communes;                                                                                                                                                | 1,7,7     |                      |  |  |
|                                 |                                                                                                                 | - implementing these plans;                                                                                                                                                      | 2000      |                      |  |  |
|                                 |                                                                                                                 | <ul> <li>developing the intervention and<br/>management capacities of urban and rural<br/>grass-roots organizations, and departments,<br/>regions and municipalities.</li> </ul> | 2000      |                      |  |  |
|                                 |                                                                                                                 | • Implement the local nutrition program.                                                                                                                                         | 1999-2001 |                      |  |  |
|                                 |                                                                                                                 | • Accelerate and expand labor-intensive projects, especially in the infrastructure sector.                                                                                       | 1999-2000 |                      |  |  |
|                                 |                                                                                                                 | • Define and implement a system to evaluate and follow up on poverty.                                                                                                            | 1999-2001 |                      |  |  |
|                                 |                                                                                                                 | • Define mechanisms for better targeting of poor households.                                                                                                                     | 1999-2001 |                      |  |  |
| J. Environment                  | Maintain environmental resources and environmental quality with a view to sustaining long-term economic growth. | • Implement the National action Plan for the Environment (PNAE) and the National Program for the management of the environment (PNGE).                                           | 1999      |                      |  |  |
|                                 |                                                                                                                 | • Adopt the draft law on the Environment<br>Code, which should serve as a framework for<br>environmental impact studies.                                                         | 1999      |                      |  |  |
|                                 |                                                                                                                 | • Conduct environmental impact studies for all large investment projects.                                                                                                        | 1999-2001 |                      |  |  |

| Policy Area           | Objectives and Targets                                                       | Strategies and Measures                                                                                                                                                                                                                                                                                                                            | Timetable | Technical Assistance |  |
|-----------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------------|--|
|                       |                                                                              | • Strengthen local-level capacity to manage<br>the environment and natural resources<br>through the establishment of a national<br>environment foundation and through<br>environmental education.                                                                                                                                                  | 1999-2000 |                      |  |
|                       |                                                                              | • Monitor the status of environmental resources through the establishment of an environmental information system.                                                                                                                                                                                                                                  | 1999-2000 |                      |  |
|                       | Rehabilitate destroyed<br>habitats, such as the Bay<br>of Hann, and preserve | • Formulate and implement a coastal resources management program.                                                                                                                                                                                                                                                                                  | 1999      |                      |  |
|                       | Senegal's biodiversity.                                                      | • Establish a system to facilitate solid waste management by local governments.                                                                                                                                                                                                                                                                    | 1999-2000 |                      |  |
| K. Statistical issues | Improve the formulation and analysis of economic policy.                     | • Increase the resources set aside for the compilation of statistics, especially with regard to national accounts, production statistics, prices, foreign trade, balance of payments and social indicators, in line with recommendations already made in conjunction with past and ongoing technical assistance; regularly publish available data. | 1999-2001 | IMF and others       |  |

Table 2. Senegal: Selected Economic and Financial Indicators, 1996-2001

|                                                       | 1996                                                                                | 1997           | 1               | 998            | 1999 1/      | 2000            | 2001    |  |
|-------------------------------------------------------|-------------------------------------------------------------------------------------|----------------|-----------------|----------------|--------------|-----------------|---------|--|
|                                                       |                                                                                     | Est.           | Rev. Prog.      | Est.           | <u> 2</u>    | Projections     |         |  |
|                                                       | (Annual percent change, unless otherwise indicated)                                 |                |                 |                |              |                 |         |  |
| National income and prices                            |                                                                                     | ,              | •               |                |              | ,               |         |  |
| GDP at constant prices                                | 5.2                                                                                 | 5.0            | 5.7             | 5.7            | 6.4          | 6.0             | 6.0     |  |
| Of which: nonagriculture GDP                          | 4.5                                                                                 | 6.9            | 7.0             | 7.1            | 5.8          | 6.0             | 6.1     |  |
| Consumer prices                                       |                                                                                     |                |                 |                |              |                 |         |  |
| Annual average                                        | 2.8                                                                                 | 1.8            |                 | 1.1            | 2.0          | 2.0             | 2.0     |  |
| End of period                                         | 2.4                                                                                 | 1.9            |                 | 0.9            |              |                 |         |  |
| External sector                                       |                                                                                     |                |                 |                |              |                 |         |  |
| Exports, f.o.b. (in CFA francs)                       | 4.2                                                                                 | 7.9            | 5.8             | 4.6            | 7.5          | 10.4            | 9.6     |  |
| Imports, f.o.b. (in CFA francs)                       | 7.5                                                                                 | 7.6            | 6.5             | 4.6            | 9.1          | 11.0            | 7.3     |  |
| Export volume                                         | 2.1                                                                                 | 1.6            | 5.2             | 5.2            | 7.4          | 10.5            | 8.9     |  |
| Import volume                                         | 4.2                                                                                 | 3.0            | 10.2            | 11.8           | 12.6         | 4.9             | 6.2     |  |
| Terms of trade (deterioration -)                      | -1.1                                                                                | 0.8            | 4.8             | 6.9            | 2.9          | -1.5            | 0.4     |  |
| Nominal effective exchange rate                       | -2.1                                                                                | -3.5           |                 | 2.3            |              |                 |         |  |
| Real effective exchange rate                          | -2.4                                                                                | -3.7           |                 | 2.2            |              |                 |         |  |
| Government financial operations                       |                                                                                     |                |                 |                |              |                 |         |  |
| Revenue                                               | 7.7                                                                                 | 9.6            | 4.0             | 6.5            | 9.1          | 2.9             | 10.0    |  |
| Total expenditure and net lending                     | 0.8                                                                                 | -3.8           | 3.4             | 13.7           | 15.4         | -1.2            | 5.0     |  |
|                                                       | (Char                                                                               | iges in percei | nt of beginning | -of-year broad | money, unles | s otherwise ind | icated) |  |
| Money and credit                                      | 2.7                                                                                 | 0.6            | 2.0             | 2.7            | 2.1          |                 |         |  |
| Net domestic assets                                   | 3.7                                                                                 | -8.6           | 3.8             | 2.7            | -2.1         | •••             |         |  |
| Domestic credit                                       | 8.2                                                                                 | -18.6          | 8.9             | 6.6            | -2.1         | •••             | •••     |  |
| Credit to the government (net)                        | -4.4                                                                                | -27.4<br>13.7  | 1.4             | -1.1           | -7.1<br>7.3  | •••             | •••     |  |
| Credit to the economy (percentage growth)             | 21.5<br>10.8                                                                        | 7.3            | 10.9<br>8.1     | 11.2<br>8.6    | 7.3<br>9.2   | •••             | •••     |  |
| Broad money (M2) Velocity (end-of-period)             | 4.4                                                                                 | 4.4            | 4.5             | 4.4            | 4.4          | •••             | •••     |  |
| Interest rates (end of period; in percent)            | 4.4                                                                                 | 7.7            | 4.5             | 4.4            | 4.4          | •••             | •••     |  |
| Discount rate                                         | 6.5                                                                                 | 6.0            |                 | 6.25           |              |                 |         |  |
| Money market rate                                     | 5.0                                                                                 | 4.96           |                 | 4.95           |              |                 |         |  |
|                                                       | (In percent of GDP)                                                                 |                |                 |                |              |                 |         |  |
| Overall fiscal surplus or deficit (-)                 |                                                                                     | • •            |                 |                |              |                 |         |  |
| Commitment basis, excluding grants                    | -4.6                                                                                | -2.0           | -2.0            | -3.3           | -4.4         | -3.4            | -2.6    |  |
| Commitment basis, including grants                    | -0.2                                                                                | 0.5            | -0.3            | -0.3           | -1.9         | -1.3            | -0.6    |  |
| Gross domestic investment                             | 16.3                                                                                | 17.3           | 19.8            | 18.1           | 19.7         | 19.9            | 20.0    |  |
| Gross domestic savings                                | 12.8                                                                                | 11.6           | 14.0            | 12.4           | 13.9         | 14.6            | 15.1    |  |
| Gross national savings (including official transfers) | 17.1                                                                                | 15.7           | 17.5            | 16.4           | 17.0         | 17.3            | 17.6    |  |
| External current account deficit (-)                  | 17.1                                                                                | 13.7           | 17.3            | 10.4           | 17.0         | 17.5            | 17.0    |  |
| Excluding offical transfers                           | -8.0                                                                                | -7.8           | -7.7            | -6.8           | -7.0         | -6.3            | -5.8    |  |
| Including official transfers                          | -1.4                                                                                | -1.6           | -2.3            | -1.7           | -7.0         | -0.3            | -2.4    |  |
| Domestic public debt                                  | 15.0                                                                                | 13.7           | 9.0             | 11.4           | 9.5          | 7.8             | 6.3     |  |
| External public debt (after debt relief)              | 77.3                                                                                | 73.1           | 68.0            | 69.4           | 66.0         | 61.7            | 57.3    |  |
|                                                       | (In percent of exports of goods and nonfactor services, unless otherwise indicated) |                |                 |                |              |                 |         |  |
| External public debt service (after debt relief)      | 15.0                                                                                | 17.6           | 15.6            | 11.1           | 9.0          | 6.8             | 7.1     |  |
| In percent of government revenue                      | 30.7                                                                                | 28.7           | 30.4            | 20.8           | 20.2         | 20.4            | 18.9    |  |
|                                                       |                                                                                     |                |                 |                |              |                 |         |  |

Sources: Senegalese authorities; and staff estimates and projections.

 $<sup>\</sup>underline{1}\!/$  The fiscal projections for 1999 and 2000 are shown including the supplementary budget.

Table 3. Senegal: Selected Demographic and Social Indicators

|                                                               | Latest Single Year |         |                  | Same Region/Income Group |                      |  |
|---------------------------------------------------------------|--------------------|---------|------------------|--------------------------|----------------------|--|
|                                                               | 1970-75            | 1980-85 | 1990-96          | Sub-saharan<br>Africa    | Low-income countries |  |
|                                                               |                    |         | (in units indica | ted)                     |                      |  |
| Population                                                    |                    |         |                  |                          |                      |  |
| Total population, mid-year (millions)                         | 4.8                | 6.4     | 8.5              | 596.4                    | 3,236.2              |  |
| Growth rate (percent annual average)                          | 2.9                | 2.8     | 2.5              | 2.7                      | 1.8                  |  |
| Urban population (percent of population)                      | 34.2               | 37.9    | 44.4             | 31.7                     | 29.1                 |  |
| Total fertility rate (births per woman)                       | 6.5                | 6.6     | 5.7              | 5.6                      | 3.2                  |  |
| Life expectancy at birth (years)                              |                    |         |                  |                          |                      |  |
| Total                                                         | 43                 | 46      | 50               | 52                       | 63                   |  |
| Male                                                          | 42                 | 45      | 49               | 51                       | 62                   |  |
| Female                                                        | 44                 | 48      | 52               | 54                       | 64                   |  |
| Labor force                                                   |                    |         |                  |                          |                      |  |
| Total labor force (population aged 15-64, in thousands)       | 2,242              | 2,883   | 3,822            | 262,524                  | 1,604,011            |  |
| Employment in agriculture (percent of total labor force)      | 82                 | 79      | 77               | 65                       |                      |  |
| Education                                                     |                    |         |                  |                          |                      |  |
| Gross primary school enrollment rate (percentage of school-ag | ge population)     |         |                  |                          |                      |  |
| Total                                                         | 41                 | 56      | 69               | 74                       | 100                  |  |
| Male                                                          | 48                 | 67      | 76               | 83                       | 111                  |  |
| Female                                                        | 34                 | 46      | 62               | 65                       | 89                   |  |
| Adult illiteracy rate (percentage of population above age 15) |                    |         |                  |                          |                      |  |
| Total                                                         |                    | 68      | 62               | 57                       | 45                   |  |
| Females                                                       |                    | 81      | 77               | 68                       | 58                   |  |
| Health and nutrition                                          |                    |         |                  |                          |                      |  |
| Population per hospital bed                                   | 775                |         | 1,923            | 1,316                    |                      |  |
| Infant mortality rate (per 1000 live births)                  | 122                | 80      | 60               | 91                       | 68                   |  |
| Immunization rate (percentage under 12 months)                |                    |         |                  |                          |                      |  |
| Measles                                                       |                    | 40      | 80               | 56                       | 80                   |  |
| DPT                                                           |                    | 54      | 80               | 55                       | 81                   |  |
| Access to safe water (percent of population)                  |                    |         |                  |                          |                      |  |
| Total                                                         |                    | 44      | 50               | 45                       | 76                   |  |
| Urban                                                         |                    | 63      | 82               | 63                       | 80                   |  |
| Rural                                                         |                    | 27      | 28               | 34                       | 72                   |  |
| Food production index (1987=100)                              | 118                | 86      | 101              | 116                      | 137                  |  |

Source: The World Bank, World Development Indicators, 1998.

Table 4. Senegal: External Financing Needs and Resources, 1996-2001

(In millions of USdollars)

|                                                         | 1996  | 1997  | 1998    | 1999  | 2000  | 2001  | 1999-2001 |
|---------------------------------------------------------|-------|-------|---------|-------|-------|-------|-----------|
|                                                         | Prel. |       | Program |       |       |       |           |
| Needs                                                   | 596.3 | 644.9 | 498.6   | 635.1 | 519.5 | 518.1 | 1672.7    |
| Current account deficit, excl. gross official transfers |       |       |         |       |       |       |           |
| and interest payments                                   | 249.9 | 235.9 | 253.8   | 289.3 | 282.0 | 285.4 | 856.7     |
| Interest payments 1/                                    | 120.9 | 106.7 | 68.4    | 74.1  | 74.9  | 75.9  | 225.0     |
| Debt amortization (excluding IMF) 1/                    | 136.0 | 126.1 | 100.7   | 108.4 | 115.9 | 121.4 | 345.7     |
| IMF repurchases and repayments                          | 44.5  | 63.0  | 60.2    | 33.7  | 24.0  | 29.7  | 87.4      |
| Change in external arrears (increase -)                 | 0.0   | -4.6  | 4.6     | 0.0   | 0.0   | 0.0   | 0.0       |
| Change in net foreign assets (increase +) 2/            | 45.0  | 117.8 | 10.8    | 129.6 | 22.7  | 5.6   | 157.9     |
| Resources                                               | 596.3 | 644.9 | 498.6   | 635.1 | 519.5 | 518.1 | 1672.7    |
| Gross official transfers                                | 307.7 | 270.9 | 242.2   | 220.0 | 210.3 | 213.1 | 643.4     |
| Long-term public loans 3/                               | 202.3 | 201.8 | 200.6   | 229.2 | 157.7 | 177.6 | 564.5     |
| Private capital (net) 4/                                | -5.2  | 94.2  | 7.4     | 145.6 | 111.3 | 107.4 | 364.3     |
| Secured debt relief                                     | 57.0  | 28.9  |         |       |       |       |           |
| Use of IMF resources                                    | 34.5  | 49.1  | 48.4    | 40.2  | 40.1  | 20.1  | 100.4     |
| Financing gap                                           | 0.0   | 0.0   | 0.0     | 0.0   | 0.0   | 0.0   | 0.0       |
| Memorandum item:                                        |       |       |         |       |       |       |           |
| Exchange rate (CFAF per US\$)                           | 511.6 | 583.7 | 586.7   | 574.1 | 570.6 | 563.2 |           |

Sources: Senegalese authorities; and staff estimates and projections

 $<sup>1/\,</sup>Beginning$  in 1998, interest payments and amortizations are net of debt relief.

<sup>2/</sup> Excluding the change in the net position vis-à-vis the Fund

<sup>3/</sup> Including both existing and expected new commitments

 $<sup>\</sup>underline{4/}$  Including errors and omissions