

**RECORD OF DISCUSSIONS**

**ON**

**PROJECT FOR UPDATING DAKAR URBANIZATION  
MASTER PLAN BY THE HORIZON 2025**

**IN**

**REPUBLIC OF SENEGAL**

**AGREED UPON BETWEEN**

**MINISTRY OF URBANIZATION AND HOUSING**

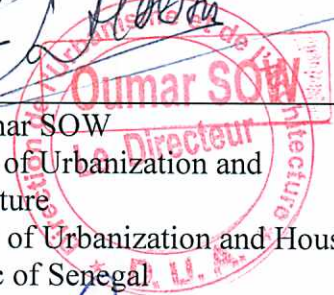

**AND**

**JAPAN INTERNATIONAL COOPERATION AGENCY**

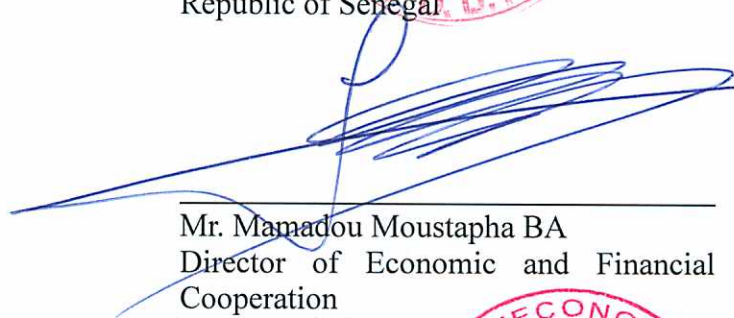
Dakar, May, 05<sup>th</sup> 2014



Mr. Ryuichi KATO  
Chief Representative  
Japan International Cooperation Agency  
Senegal Office  
Japan



Mr. Oumar SOW  
Director of Urbanization and  
Architecture  
Ministry of Urbanization and Housing  
Republic of Senegal



Mr. Mamadou Moustapha BA  
Director of Economic and Financial  
Cooperation  
Ministry of Economy and Finance  
Republic of Senegal



**Mamadou Moustapha BA**

In response to the official request of the Government of Republic of Senegal (hereinafter referred to as "GoS") to the Government of Japan (hereinafter referred to as "GOJ"), the Japan International Cooperation Agency (hereinafter referred to as "JICA") held a series of discussions with Department of Urbanization and Architecture, Ministry of Urbanization and Housing of GoS (hereinafter referred to as "DUA") and relevant organizations to develop a detailed plan of the Project for the Updating of Dakar Urbanization Master Plan by the Horizon 2025 (hereinafter referred to as "the Project").

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 and the Appendix 2 respectively.

Both parties also agreed that DUA, the counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of Republic of Senegal.

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on May 1st, 2011 (hereinafter referred to as "the Agreement") and the Note Verbales exchanged on April 11<sup>th</sup>, 2014 between GoJ and GoS.

Done in duplicate in the French and English languages, both equally authentic. In case of any divergence of interpretation, the English text shall prevail.

Appendix 1: Project Description  
Appendix 2: Main Points Discussed



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## PROJECT DESCRIPTION

### I. BACKGROUND

Dakar, the capital city of Senegal, the country which contributes to the stability and development of the West Africa region, holds approximately 2.6 million people (est. in 2011). Which means more than 20% of the total population of the nation is concentrated in a range of merely 0.3% of the national land area (547 km<sup>2</sup> as state of Dakar). In addition, 80% of the industrial activities are concentrated in Dakar. Due to a rapid influx of people from rural areas in recent years, urban areas have been bloated disorderly while social and economic infrastructures have not been sufficiently developed. In particular, since Dakar is located on the most westerly promontory of the African continent, it faces the difficulty in urban planning arising from the limitation of the possible hinterland to be developed.

In recent years, Pikine department (882,000 inhabitants, over a total area of 7,943 ha) and Guediawaye department (297,000 inhabitants, over a total area of 1,352 ha) have been suffering from floods caused by urban expansion to swampy lands which are inappropriate for human settlement. Because rainwater drainage system has not been enough developed in Dakar and its suburban area, poor sanitary conditions caused by stagnant waters and infectious disease deteriorate the living conditions of the people living in those areas. In 2009, approximately 360 thousand people were affected by flood and economical loss went up to 100 million dollars. Therefore, flood control has become a national concern.

The government of Senegal with the “Dakar Urbanization Master Plan by the Horizon 2025” has started projects on job creation and development of housing environment etc. based on land use plan. For now, a construction of Dakar-Diamniadio highway which connects the old downtown and the suburban area has been finished, and a development plan, which includes commercial, governmental facilities and housing, for Dakar region is being studied in order to develop a new pole of the city. The new international airport is also under construction in the outskirts of Dakar.

However, the above-mentioned Master Plan lacks in a vision for development, which should have been formed in a participative way, and spatial planning as well as demand forecast or integrity with social and economic policies, are not sufficient. In addition, financial and human resources are scarce to implement Master Plan efficiently.

In terms of social and economic infrastructure in Dakar region and adjacent area, development plans in several sectors, such as transportation, sewage, flood control etc., have been formulated with cooperation of donors. However, these sector plans are not necessarily consistent with Master Plan and coordination among the relevant ministries to enforce Master Plan does not work efficiently.

Therefore, updating the Master Plan to establish a favorable urban environment,

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where social/economic development and creation/conservation of environment with a consideration of urban disaster prevention coexist, is required.

## **II. OUTLINE OF THE PROJECT**

### **1. Title of the Project**

**Project for Updating Dakar Urbanization Master Plan by the Horizon 2025**

### **2. Expected Goals which will be attained after the Project Completion**

#### **(1) Goal of the Proposed Plan**

**Dakar Urbanization Master Plan by the Horizon 2025 is revised and approved.**

#### **(2) Goal which will be attained by utilizing the Proposed Plan**

**Social and economic development with planned and effective land utilization is realized in the region of Greater Dakar.**

### **3. Outputs**

**(1) Current status of target area is evaluated.**

**(2) Development vision for Greater Dakar region is formulated.**

**(3) Development strategies for Greater Dakar region are formulated.**

**(4) Spatial plan is developed.**

**(5) The master plan and a detailed urban plan is formulated.**

**(6) Pre-feasibility studies for highly prioritized projects in the master plan are conducted.**

**(7) Action plan for the implementation of master plan is developed.**

**(8) Capacity for the urban planning of the counterparts is strengthened.**

### **4. Activities**

#### **(1) Current Status Evaluation**

**1) Review and analyze the master plan in force, relevant plans for urban development, and concerned data**

**2) Evaluate sustainability and assess the environmental performance of the target area**

**3) Review current state of urban infrastructure, collect supplemental data, and specify the challenges**

**4) Conduct assessment on flood risk**

**5) Review current implementation structure for urban infrastructure development, and specify the challenges (organization, capacity, relevant laws, financial structure etc.)**

**6) Collect existing maps and supplemental data (satellite image, elevation etc.) for the area of which appropriate maps do not exist**

**7) Develop base maps for planning using existing topographic data and newly acquired satellite images**

#### **(2) Development Vision for Greater Dakar Region Development**

**1) Identify the roles and functions of Greater Dakar region in Senegal**

**2) Set basic policies for development vision and urban development**

**3) Set a social/economic framework**

#### **(3) Development Strategies for Greater Dakar Region Development**

**1) Make development strategies taking into account (a) economic development,**

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- (b) social development, (c) environmental sustainability and (d) disaster prevention
- 2) Conduct strategic environmental assessment (SEA)
- (4) Spatial Plan Development
  - 1) Make an urban structure plan (including new development poles)
- (5) Master Plan and Detailed Urban Plan Development
  - 1) Formulate land use plan and urban infrastructure development plan
  - 2) Identify prioritized area for development and formulate a detailed urban plan (PUD) for the area
- (6) Pre-Feasibility Studies Implementation
  - 1) Select prioritized projects
  - 2) Conduct basic design studies for the prioritized projects
  - 3) Calculate estimated project costs
  - 4) Conduct economic/financial analysis of the prioritized projects
  - 5) Develop a draft of mitigation measures and monitoring method for the environmental and social issues to be considered regarding the selected prioritized projects
  - 6) Make an action plan
- (7) Action Plan
  - 1) Propose an implementation structure for master plan
  - 2) Formulate action plans (including investment plan) for master plan
- (8) Capacity Development
  - 1) Conduct a need assessment survey for the training of counterparts
  - 2) Organize workshops/trainings as well as conduct on-the-job training for counterparts

## 5. Input

### (1) Input by JICA

#### (a) Dispatch of Mission

##### Assignment of principal members of mission

- 1) Leader/General Regional Development/Institutional Development
- 2) Sub-Leader/Urban Planning/Sustainability Evaluation
- 3) Land Use/GIS/Detailed Urban Plan
- 4) Socio-Economic Analysis/Development Framework
- 5) Urban Disaster Management/Water Resources
- 6) Flood Control
- 7) Environment
- 8) Economic and Financial Analysis
- 9) Topographic Data/GIS Data Base Development
- 10) Sector Related Issues (Urban Transportation, Portable Water etc.)

#### (b) Equipment

- 1) GIS mapping instrument (high-spec PC, printer, GPS recorder, etc)
- 2) GIS mapping and related software
- 3) Presentation equipment (projector, screen)

#### (c) Training

Input other than indicated above will be determined through mutual consultations

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between JICA and DUA during the implementation of the Project, as necessary.

(2) Input by DUA

DUA will take necessary measures to provide at its own expense:

- (a) Services of DUA's counterpart personnel and administrative personnel as referred to in II-6;
- (b) Suitable office space with necessary equipment with in DUA;
- (c) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA;
- (d) Information as well as support in obtaining medical service;
- (e) Credentials or identification cards when necessary;
- (f) Available data (including topographic map digital data and statistical data) and information related to the Project;
- (g) Running expenses covered by Senegalese side necessary for the implementation of the Project;
- (h) Facilitations necessary for the members of the JICA missions for visa extension and for the remittance as well as utilization of the funds introduced into Republic of Senegal from Japan in connection with the implementation of the Project

6. Implementation Structure

The roles and assignments of relevant organizations are as follows:

(1) DUA

(a) Project Director

Director of DUA will be responsible for overall administration and implementation of the Project.

(b) Project Manager

Head of Division of Urban Planning and Regulation of DUA will be responsible for the smooth implementation of the Project.

(2) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to DUA on any matters pertaining to the implementation of the Project.

(3) Steering Committee

A Steering Committee (hereinafter referred to as "SC") will be established in order to facilitate inter-organizational coordination. SC is for decision-making and arbitration, and it will be held whenever deems it necessary. A list of proposed members of SC is shown in the Annex 1.

(4) Technical Committee

Technical Committee (hereinafter referred to as "TC") will be established in order to do monitoring of the survey and pre-approval. TC is responsible for information exchange and awareness-raising actions as well as holding sessions with local stakeholders. A list of proposed members of TC is shown in the Annex 2.

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(5) Counterparts (Senegalese Technical Team)

Counterparts of the JICA experts are as shown in Annex 3.

7. Project Site(s) and Beneficiaries

(1) Project Site

Dakar Region and vicinity area of New Airport (see Annex 4)

(2) Beneficiaries

All the habitants in the target area (Project Site)

8. Duration

Duration of the Project is eighteen (18) months.

Tentative Schedule for the Project

Cumulative Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
Project	[Project activities represented by a solid black bar]																		
Steering Committee	▲						▲					▲				▲			
Reports	▲						▲					▲				▲		▲	
	Inception							Progress							Interim		Draft Final		Final

9. Reports

JICA will prepare and submit the following reports to the DUA in French and English.

- (1) 20 copies (17 copies in French, and 3 in English) and 20 digital file copies of Inception Report at the commencement of the Project, which covers the methodology of the study
- (2) 20 copies (17 copies in French, and 3 in English) and 20 digital file copies of Progress Report at the time of seven (7) months after the commencement of the Project, which covers the review and analysis of the current situation and the formulation of spatial development framework.
- (3) 20 copies (17 copies in French, and 3 in English) and 20 digital file copies of Interim Report at the time about twelve (12) months after the commencement of the Project, which covers land use plan and progress of structure plan.
- (4) 20 copies (17 copies in French, and 3 in English) and 20 digital file copies of Draft Final Report at two (2) months before the end of the Project. The written comments on the Draft Final Report from the authorities concerned with the Project in the Republic of Senegal shall be delivered within one (1) month after receiving the report.
- (5) 50 copies (45 copies in French, and 5 in English) of Final Report together with executive summary and 50 digital file copies within one (1) month after the receipt of the comments on the Draft Final Report

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## 10. Environmental and Social Considerations

DUA agreed to abide by 'JICA Guidelines for Environmental and Social Considerations (2010)' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

### **III. UNDERTAKINGS OF DUA**

DUA will take necessary measures to:

- (1) ensure that the technologies and knowledge acquired by the Republic of Senegal nationals as a result of Japanese technical cooperation contributes to the economic and social development of Republic of Senegal, and that the knowledge and experience acquired by the personnel of Republic of Senegal from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
- (2) grant privileges, exemptions and benefits to the members of the JICA missions referred to in II-5 (1) above and their families, which are no less favorable than those granted to experts and members of the missions and their families of third countries or international organizations performing similar missions in Republic of Senegal.

### **IV. EVALUATION**

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. The DUA is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

### **V. PROMOTION OF PUBLIC SUPPORT**

For the purpose of promoting support for the Project, DUA will take appropriate measures to make the Project widely known to the different stakeholders, and the people of Republic of Senegal.

### **VI. MUTUAL CONSULTATION**

JICA and DUA will consult each other whenever any major issues arise in the course of Project implementation.

### **VII. AMENDMENTS**

The record of discussions may be amended by the minutes of meetings between JICA and DUA.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.





- Annex 1 List of Proposed Members of Steering Committee
- Annex 2 List of Proposed Members of Technical Committee
- Annex 3 List of Counterpart Personnel
- Annex 4 Target Area



**Annex 1 List of Proposed Members of Steering Committee**

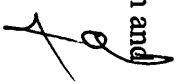
**Chairman of the SC is the Minister of Urbanization and Housing.**

**Members of the SC are as listed below;**

- **Minister of Hydraulic and Sanitation**
- **Minister of Environment and Sustainable Development**
- **Minister of Infrastructure, Land Transport and Improvement of Accessibility**
- **Minister of Land Planning and Local Authorities**
- **Minister of Economy and Finance**
- **Minister of Internal Affairs**
- **Minister of Reconstruction and Development of Flooding Zone**
- **President of Regional Council of Dakar**
- **President of Regional Council of Thies**
- **Mayor of Dakar City**
- **Mayor of Pikine City**
- **Mayor of Guediawaye**
- **Mayor of Diarniadio**
- **President of Rural Council of Sangalkam**
- **President of Rural Council of Diass**

**Above-mentioned members can designate his/her representatives.**

**Secretariat of the SC will be assumed by the director of Department of Urbanization and Architecture.**



## Annex 2 List of Proposed Members of Technical Committee

Chairman of TC is the Director of Department of Urbanization and Architecture.

Members of the TC are as listed below;

- Director of Blaise Diagne International Airport (AIBD)
- Director of Social Housing Promotion
- Director of Surveillance and Control of Land Use
- Director of Living Environment and Urban Green Space
- Director of Registration of State Property and Fiscal Stamp
- Director of Land Registration
- Director of Sanitation
- Director of Investment Promotion and Major Works (APIX)
- General Director of Infrastructure
- Director of Urban Hydraulic
- Director of JAXAAY Plan
- Director of Local Governments
- Director of Restructuring of Flood Zones
- General Director of National Office for Sanitation in Senegal (ONAS)
- General Director of National Water Company of Senegal (SONES)
- General Director of National Power Company in Senegal (SENELEC)
- General Director of National Agency for Regional Development (ANAT)
- General Director of Housing Development Company in Dakar (SICAP)
- General Director of National Middle-Class Income Housing Development (SNHLM)
- General Director of AGEROUTE
- Director of Public Works
- Director of Energy
- Technical Advisor of Ministry of Urbanization and Housing
- Technical Inspector of Ministry of Urbanization and Housing
- General Administrator of "Foundation Droit à la Ville"
- Director of Environment and Classified Industries
- Director of Civil Protection

Above-mentioned members can designate his/her representatives.

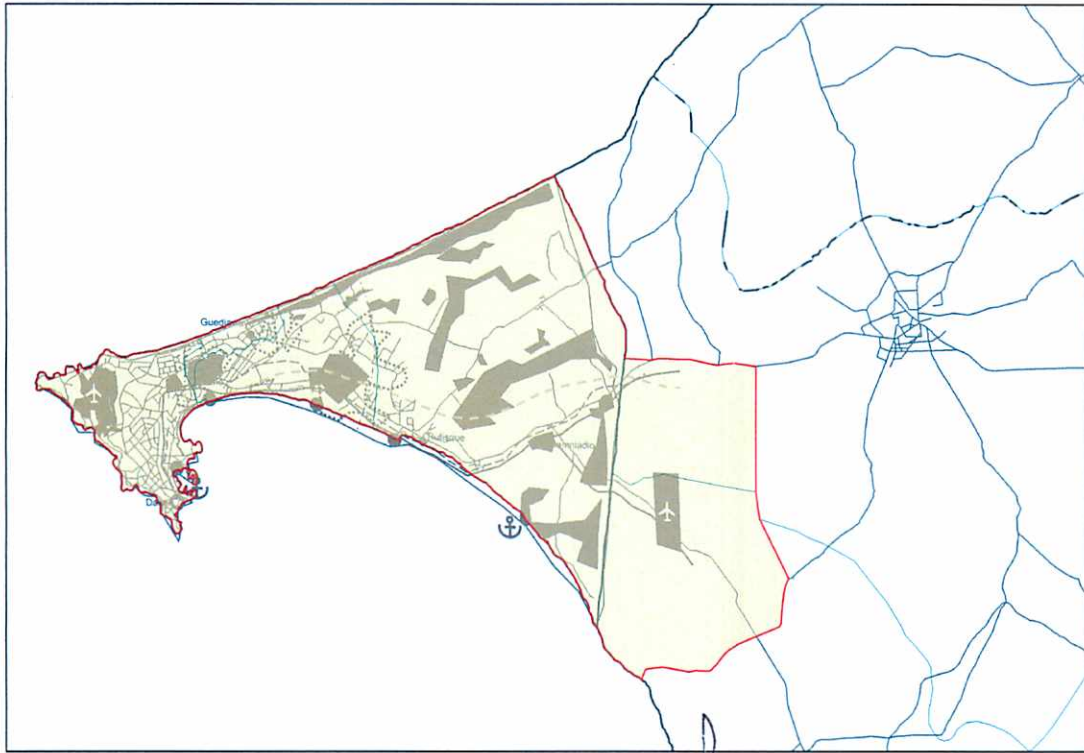


### Annex 3 List of Counterpart Personnel

1. **Projet Director**  
Oumar SOW
  
2. **Project Manager**  
Cheikh Sadibou SIDIBE, Urban Planner
  
3. **Counterparts of Japanese experts**  
Aliou Assé SECK, Urban Planner  
Abdoulaye DIOUF, Spatial Planner  
Amadou Diouldé Diallo, Spatial Planner  
Kadialiou TOURE, Cartographer  
Boubacar Diallo, Architect  
Mandiaye NDIAYE, Geographer/Cartographer  
Ibrahima Idrissa NDIAYE, Architect  
Mouhamadou Moustapha Lamine KA, Spatial Planner/Civil Engineering  
Abdoul Aziz DIOP, Urban Planner  
Hamady TAMBOURA, Urban Planner  
Landing MARIA, Urban Planner  
Oumar TINE, Spatial Planner
  
4. **Technical Support Staff**  
Alain Edouard GOUDIABY, Technician in Architecture  
Mady SARR, Technician in Architecture  
Pape Mamour SALL, Designer  
Ibou Ndir SECK, Designer
  
5. **Administrative Support Staff**  
Momath DIOUF, Administrator  
Assane DIENG, Personnel Staff  
Issa MBAYE, Accounting  
Fatou Niang SECK, Secretary  
Ismaila DIAGNE, Driver



Annex4 Target Area



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## Appendix 2

### MAIN POINTS DISCUSSED

#### 1. Target Area

Both parties agreed that target area for the master plan is Dakar region and vicinity area of new airport as defined in Annex 4. Senegalese side explained to Japanese side the importance of having a viewpoint of Great Dakar region in the process of updating the master plan although the target area of the master plan is limited to the above-mentioned area. Japanese side agreed that the master plan should be revised and updated taking into consideration the relation among Dakar region and its surroundings, especially Thies and Mbour.

#### 2. Capacity Development

Senegalese side expressed the importance of human as well as institutional capacity development through the Project, and requested three types of trainings, which are (1) On-the-Job Training, (2) Seminars or Workshops for specific themes related to urban development, and (3) counterpart training in Japan for the purpose of the smooth transfer of technology during the Project. Japanese side recognized the importance of capacity development, and agreed to include a component of trainings in the Project as far as the budget allocated for the Projects allows. Details of trainings will be discussed and determined during the implementation of the Project.

#### 3. Target Year

Both parties confirmed that the target year for the updated master plan is the year 2035.

#### 4. Detailed Urban Plan (PUD)

Both parties agreed that formulation of PUD under the Project will be done for one site with a maximum land area with approximately 3,000 ha. Senegalese side selected Daga-Kholpa as the target site.

#### 5. Assignment of Mission

Japanese side explained to Senegalese side a tentative composition of mission members with provisional assignments as follows. The composition of mission will be decided when the contract is made between JICA and consulting firm.

Provisional assignment of the mission;

- 1) Leader/General Regional Development/Institutional Development
- 2) Sub-Leader/Urban Planning/Sustainability Evaluation
- 3) Land Use/GIS/Detailed Urban Plan
- 4) Socio-Economic Analysis/Development Framework
- 5) Industrial Promotion
- 6) Road/Urban Transportation/Urban Transportation Facilities
- 7) Traffic Survey/Traffic Demand Analysis
- 8) Logistics Planning/Facilities
- 9) Potable Water Supply
- 10) Sewerage/Wastewater Treatment
- 11) Urban Disaster Management/Water Resources
- 12) Flood Control



- 13) Hydrology and Hydraulics
- 14) Solid Waste Management
- 15) Energy(incl. renewable energy)
- 16) Environment
- 17) Social Survey/Public Consultation
- 18) Economic and Financial Analysis
- 19) Topographic Data/GIS Data Base Development
- 20) Training /Coordination

#### 6. Equipment

Senegalese side requested to Japanese side the provision of vehicles and necessary equipment for the Project. Japanese side replied that vehicles would not be provided and the provision of necessary equipment for the implementation of the Project as shown in II. 5 (1) (b) can be provided within the allocated budget of Japanese fiscal year.

#### 7. Pre-FS

Both side agreed that the number of Pre-F/S to be conducted for priority projects in the Project is from one to three depending on the scale and complexity of the prioritized projects, and it will be decided through mutual consultation during the implementation of the Project.

#### 8. Approval of Master Plan

Senegalese side committed with sincerity that the Ministry of Urbanization and Housing takes all the necessary measures for the approval of the Master Plan once the Project completes successfully.

#### 9. Coordination with other Organization

DUA confirmed that the Ministry of Urbanization and Housing will coordinate all the related ministries, concerned bodies and development partners to avoid any duplication of the projects for the effective urban development in Greater Dakar.

#### 10. The Output of the Study of PUD

Both sides confirmed that the output of the study of PUD as follows;

- (1) A layout plan (zoning for land use control, arterial roads, major green and park space, open canals, social infrastructure such as hospital and school)
- (2) Total demand of power and water supply for the target area and their basic system
- (3) Total amount of discharge of sewage and drainage from the target area and their basic system

#### 11. Basic Resource for Mapping

Both parties agreed regarding base maps for planning as follows:

- 1) The existing topographic maps on a scale of 1/2,000 are used to produce necessary maps for planning.
- 2) For areas where there are no topographic maps on a scale of 1/2,000, the base maps will be made from newly acquired satellite images and DEM (digital elevation model) data. When necessary, GPS survey will be conducted additionally




12. Scale of Maps for Planning

Both parties confirmed that the scale used for Master Plan (PDU) is 1:20,000. Senegalese side explained that the scale used for Detailed Urban Plan (PUD) varies depending on the purpose of PUD. Given the availability of topographic maps, the scale used for the detailed urban plan will be from 1:5,000 to 10,000.

13. Methods of Japanese Technical Cooperation

Upon the explanations by JICA, DUA understood the philosophy of Japanese Technical Cooperation. In particular, JICA does not simply fund the project to employ the consultant, but to work together with Senegalese counterparts which contributes to enhancement of the partnership between both sides and the capacity development of the counterparts.

  
End



