

M-GA Joint Programme Proposal Template, Pathfinder Track Call for Proposals Round 2, May 2025

MPTFO Project Reference Number (For PUNOs only)	<i>(Leave blank, for automatic population in Quantum)</i>
Country	SENEGAL
Region (select as appropriate)	UN: Africa WB: AFW
Joint programme title:	TRANSFORME – <i>Transition inclusive et résiliente vers la formalisation par l'emploi, la protection sociale et la digitalisation</i>
Duration (NB activities must be completed within 24 months of approved funding):	24 months
Anticipated start and end dates:	08/12/2025 to 08/12/2027
Joint Programme members:	
Resident Coordinator ai	<i>Name and contact email</i> Aminata Maiga aminata.maiga@un.org
Joint Program RCO focal point	<i>Name, position, contact email</i> Moustapha Ndiaye, moustapha.ndiaye@un.org
Lead PUNO JP Focal point	ILO, Dramane Batchabi, Social protection specialist, batchabi@ilo.org
PUNO 2 JP Focal point	UNICEF, Marisa Foraci, Chief Social Policy, mforaci@unicef.org
World Bank Division Director/Manager	Keiko Miwa, Division Director, kmiwa@worldbank.org
World Bank Practice Manager	Moulay Driss Zine Eddine El Idrissi, mzineeddineelidr@worldbank.org
World Bank TTL (ADM responsible) ¹	Stéphanie Brunelin, sbrunelin@worldbank.org
Total budget:	
- Budget requested: 850 000 USD on UN side; 475 000 USD on WB side; - Co-funding: ILO (70,000 USD); UNICEF (100,000 USD) Total budget: 1,495,000 USD	
Source of funds:	
UN Joint SDG Fund	\$ 850,000
PUNO 1 ILO co-funding, <i>if applicable</i>	\$ 70,000
PUNO 2 UNICEF co-funding, <i>if applicable</i>	\$ 100,000
RSR-ADSP Umbrella Trust Fund	\$ 475,000
World Bank co-funding, <i>if applicable</i>	\$ 0
Government co-funding, <i>if applicable</i>	\$ 0

¹ TTL of the P code to which the grant is linked is automatically the TTL of the grant. TTL must be ADM responsible and must ensure that ASA processing adheres to the for country, regional and global activities (see [Accountability and Decision Making \(ADM\) framework](#)).



International donor co-funding, <i>if applicable</i>	\$ 0
Other sources co-funding, <i>if applicable</i>	\$ 0
Legal context (for PUNOs only)	The legal basis for the joint programme is the Legal Annex for the signed United Nations Sustainable Development Cooperation Framework between the UN and the Senegalese government for the period 2024-2028. It refers to the cooperation agreements signed 14 th February 2024 for the relationship between the Government of Senegal and the UN Organization.

DECLARATION OF COMMITMENT AND SIGNATURES OF JOINT PROGRAMME

By signing this Joint Programme document, all signatories commit to working together in a spirit of partnership to achieve the results identified in the results framework, work plan, and budget.

Joint Programme Lead	
GOVERNMENT COUNTERPART	Name of Representative: Souleymane Diallo Date and Signature Name of Ministry or Department: Ministère de l'Economie et de a Coopération
RESIDENT COORDINATOR	Name, Title: Aminata Maiga, UN RC , Senegal Date and Signature
WB DIVISION DIRECTOR/MANAGER	Name, Title: Keiko MIWA, Division Director Date and Signature 04-12-2025
Participating UN Entities	
LEAD PUNO	Name, Title: Samira DAOUD, Director ILO Decent Work Country Team Dakar Date and Signature 04-12-2025
PUNO 2	Name, Title: Jacques Boyer Representative UNICEF Date and Signature 04-12-2025

World Bank Endorsement
World Bank teams: Please attach a completed CMU Endorsement Template or explain how and when endorsement will be obtained.)

The JP Steering Committee will rely on existing tri-partite governance structures at the country level, including that of the GA where it exists, which will organize dedicated M-GA meetings to review M-GA related documents and decisions.

JOINT PROGRAMME SUMMARY

Problem to be addressed, and activities to be undertaken (max 200 words)	This project aims to support Senegal’s transition to formality through two strategic pillars: vocational training and the expansion of social protection, with digitalization as a key enabler and through a gender sensitive approach. It addresses, on one hand, the limited access to formal TVET training (95% of apprenticeship training happens in the informal sector)—and the mismatch between labour market demand and supply. It aims at addressing low health coverage among informal workers and the structural challenges affecting the effectiveness of the social protection system, especially the fragmentation of the health coverage system. To achieve these goals, the project focuses on key actions such as: developing an online learning platform; creating a career guidance platform; promoting the recognition of prior learning (VAE); implementing a national strategy for systematic enrolment in health-related social protection along value chains; improving health system integration; and enhancing the efficiency of social benefit delivery through gender-sensitive digital tools. These actions align with the strategic priorities of the Government of Senegal, as outlined in its roadmap. Special attention is given to ensuring their joint and integrated implementation, particularly in coordinating vocational training efforts with the implementation of systematic enrolment in social protection along value chains.
SDG Targets directly addressed by the Joint Programme	1.3, Universal and Inclusive Social Protection 3.8, Universal Health Coverage for All 4.4 Skills for Decent Work and Entrepreneurship 5.b, Digital Empowerment for Women 8.3 Policies for Jobs, MSMEs, and Formalization 16.6 Transparent and Accountable Institutions
Proposed Objective/Project Development Objective (PDO) and expected key results (up to 3)	Development objective Improve human capital and employability by supporting national vocational training policies and access to social protection. Specific objectives: - Develop a vocational training offer that is adapted to market needs locally and regionally and delivered through digital tools, and enhance the value of vocational training to support the transition to the formal economy- with a focus on increasing participation and recognition of women’s skills; - Improve the efficiency of the social protection system and facilitate access for informal economy workers through systematic enrolment mechanisms, particularly for those working informally and women who face structural barriers to coverage and continuity; Key results - Expanded access to decent work and Technical and Vocational Training for informal workers, especially in feminized sectors, through digital and skills-based innovations;

	- Strengthened national social protection system and increased coverage of informal workers, especially women; - Enhanced delivery efficiency and innovation in social protection with a gender lens through digital tools and economic modeling
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JOINT PROGRAM DESCRIPTION

Please respect the max number of pages / words per section – all other content to be included in additional annexes if needed

I. Narrative description (max ~1800 words)

1. Context. Please describe the situation in the country, the constraints to expanded social protection coverage and access to productive and decent employment. What are the key problem(s) this work is intended to address or gap it's going to fill? For the UN, preferably referred to the Common Country Assessment and the GA roadmap where it exists. (150 words)	Senegal faces deep inequalities, with 37.8% of the population in poverty and 50% of children in multidimensional poverty. The economy is marked by informality—97% of non-agricultural units operate informally—and women are disproportionately affected. Fewer than 40% of working-age women participate in the labour market, and over 90% of those are informal jobs, limiting their access to social protection. Key constraints include misalignment between training and labour market needs, the inability of voluntary participation in social protection to reach informal workers, fragmented social protection, and exclusionary digital transitions. Youth, women, and migrants are especially vulnerable, facing unrecognized skills and restricted access to services and jobs. In line with Senegal's commitments under key international conventions—including the ILO Conventions on Social Security (No. 102), Discrimination in Employment and Occupation (No. 111), and Domestic Workers (No. 189), as well as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Convention on the Rights of the Child (CRC)—this joint program directly addresses these systemic bottlenecks by expanding access to skills, jobs, and social protection. It strengthens national implementation of these standards, in line with the 2019 recommendations made by the UN Committee on Economic, Social and Cultural Rights (E/C.12/SEN/CO/3, 2019) on the rights to work and to social security, by improving employment policies and the health coverage system and testing scalable solutions such as systematic enrolment and gender-inclusive digital payments—filling key gaps identified by national priorities and the UN framework.
2. Proposed Solutions. Please list the main entry/leverage points or solutions proposed by the JP that have the greatest potential for impact within the given timeframe and budget. Do you expect the proposed grant activity to be	The program proposes six high-impact and gender-specific, scalable solutions to accelerate the formalisation of informal work and address challenges in Senegal's social protection system, aimed at accelerating progress in three pillars of the Global accelerator: Policy, Finances, people and enterprises. As per the Senegal Roadmap recently validated the project focuses on: 1) developing and scaling up a national digital learning platform which is open to informal sector workers; 2) providing technical assistance for a national roll-out to certify informal skills via VAE; 3)

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associated substantially and sustainably with a policy change or investment operation? (300 words)	establishing a career guidance platform to support decent work access also serving as a tool to operationalize systematic enrolment in social protection. These actions contribute to the Accelerator's goals of integrated and coordinated national policies and strengthened employment systems. Regarding the social protection component, three measures will be implemented, with integrated effects on formalization: 4) implementing the national strategy for systematic enrolment in universal health insurance improving coverage for informal workers; 5) Supporting the establishment of an integrated health risk coverage system improving resource and risk pooling and enhancing efficiency of gender responsive investment scenarios for extending social protection, through SMSD modeling; 6) improving efficiency and inclusiveness of social protection delivery via a digital platform informing potential beneficiaries to social protection services, and cross-cutting analysis, including the modeling of an inclusive digital cash transfers based on women's preferences, costing for a unified social workforce, and the development of a toolkit for systematic enrolment. These actions contribute to the Accelerator's objectives of strengthening the national social protection system, developing integrated national public policies, a national framework for adequate and sustainable financing, and innovation through new knowledge, evidence, and tools. The proposed measures align with national and international frameworks in achieving the fulfillment of the right to decent work and social security and are expected to trigger systemic change, particularly through ongoing reforms related to systematic enrolment and integrated health coverage.
3. Rationale. How do you know these are the right solutions to the problems? Is there evidence from this country, or previous experience elsewhere to justify this activity here? (150 words)	This proposal aligns with Senegal's GA roadmap by combining proven vocational training reforms with structural innovations to address barriers to decent work and social protection. It builds on previous programs and the VAE to scale inclusive, demand-driven training that supports formalisation. In social protection, it leverages value chain-based enrollment models, piloted in Senegal and scaled in Côte d'Ivoire, to expand coverage among informal workers, in line with ongoing national interventions around the RSPC. It promotes the integration of fragmented health financing through a unified risk pooling system linked to existing contributory social protection schemes, informed by international experiences². To address well-identified gaps in the Senegalese social protection system, it includes a digital information model and a gender-sensitive digital payment model. It relies on strategic analysis, planning, and an SMSD impact assessment that was already successfully used for the elaboration of the roadmap.
4. Contribution and/or alignment to the UN Cooperation Framework and World Bank Country Partnership Framework. Please describe the relevance of the three themes (climate, fragility, informality) to country priorities, how the expected results contribute and/or align with CF/CPF objectives, national	This proposal is fully aligned with the UN Cooperation Framework (2024–2028) and the World Bank Country Partnership Framework (2025–2034), contributing directly to their shared priorities on jobs, human capital, social protection, and inclusive economic transformation. It directly contributes to addressing key development challenges related to informality, in line with Objective 2 of the UN Common Framework, which aims to ensure that by 2028, social protection systems and basic social services provide equitable, inclusive, and quality access for the most vulnerable populations, particularly those in remote, peri-urban, rural, or border areas. It also aligns with the third objective of the World Bank Country Partnership Framework 2025–2034 on improving human capital for jobs. It tackles

²Intégration des systèmes de protection sociale en santé. Leçons apprises. Costa Rica, Indonésie, Laos, Rwanda, et Vietnam", OIT, Département Protections Sociales, Notes pays, mars 2018

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development strategies and priorities, and related SDG targets (150 words)	informality by promoting enrolment in social protection and health coverage, supporting system strengthening and aligning with the Global Accelerator (SDGs 1.3, 3.8, 8.3, 10.4).
5. Beneficiaries. Who are the intended beneficiaries of this activity (direct and indirect)? Are they regional or throughout the country? How many are members of neglected, disadvantaged, or otherwise people or groups in vulnerable situations (example, children, youth, persons with disabilities, older persons, indigenous peoples, refugees and asylum seekers, forcibly displaced people, people vulnerable to climate change, informal workers, other)? How many women and girls? (150 words)	The programme places a strong focus on workers of the informal economy—particularly women—who are excluded from the social protection system. It targets people or groups in vulnerable situations through improved access to health coverage and income security. Direct beneficiaries include professional organisations, training centres, local businesses, employment support structures, local governments, social security funds, and decentralized state services—many of which will adopt gender-responsive approaches. In terms of indirect beneficiaries, the project targets young women and men, including school leavers, unemployed youth (NEETs), informal sector workers, migrants, and returnees. Special attention is given to poor households, pregnant and lactating women, elderly women, and persons with disabilities. The programme aims to build a scalable, inclusive model that strengthens resilience across Senegal, where most people work informally. By addressing systemic gaps and promoting gender-sensitive reforms, it contributes to greater equity and social justice, in line with national development goals and the Global Accelerator's just transition agenda. It will pay particular attention to the structural barriers faced by women and persons with disabilities in the design and implementation of its digital intervention tools, notably the national digital learning platform. It will systematically identify migrants and refugees among its beneficiaries in order to tailor its approach to their specific constraints and build on returnees' skills in its training and VAE actions.
6. Gender. How does the proposed activity address gender-specific gaps or barriers? (for PUNOS, please also fill in the Gender Marker) What outcomes are gender-responsive or gender-transformative? (150 words)	This programme addresses barriers to women's and youth access to skills development, decent work, and formalization. It supports national efforts for gender equity, will apply a 60% female participation quota in training and VAE schemes and will pay specific attention both to the structural constraints women face when rolling out its training offers (especially unpaid care work and time poverty) and to feminized sectors. It also includes a sex-disaggregated monitoring framework, allowing the programme to apply operational, tailored support for women. In social protection, women—who make up a large share of informal workers—face higher health access gaps and specific social risks such as maternity, work injury, pensions, etc. Systematic enrollment addresses access barriers, such as unequal decision-making in households and entrenched social norms that limit women's and youth participation in the labour market and access to social protection. The project will prioritize female-dominated sectors and promote actions that contribute to transforming discriminatory gender and social norms, including by reducing unpaid care burdens, promoting shared domestic responsibilities, and enhancing women's decision-making power within households and communities. The improvement of the pooling and financing of the health coverage system makes the free healthcare programme, which specifically targets women and children, more efficient. Utilising gender-preference data in digital payments promotes women's economic empowerment, fosters behavioural change towards gender equality, and enhances their resilience.
7. Lessons. How will the team engage with and communicate results and lessons	The implementation process will be highly participatory, involving ministries and institutions working on social protection, health risk coverage and informal economy regulation, along with local governments, social partners, and

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learned to key stakeholders, including national counterparts, development partners, and donors? Please indicate key communication and visibility actions (details to be provided in annex) (150 words)	representatives of informal workers. A national dialogue with these stakeholders and development partners ensures broad ownership and alignment. The WB, ILO, IOM, UNICEF, and UNHCR utilise their convening power to establish partnerships among the government, the private sector, and key stakeholders to identify and leverage synergies across employment and protection agendas. Communication occurs at multiple levels: nationally (with key ministries, private sector, informal worker organisations, civil society, and academia), locally, and within UN country teams. The project will develop a step-by-step toolkit to help other countries apply systematic enrolment mechanisms in informal settings. Results from ex-ante analyses on employment potential, training, and social protection financing are shared widely. Technical coordination is ensured through the Global Accelerator’s interministerial committee, led by DGPPE. In addition, the programme will strengthen South-South and triangular cooperation by facilitating peer-to-peer exchanges between Senegal and other countries engaged in the Global Accelerator initiative. Lessons learned from national innovations—such as systematic enrolment mechanisms, digital cash transfer models, and gender-responsive training systems—will be documented and shared through regional learning workshops, technical exchanges, and joint missions. Senegal will also draw on experiences from neighbouring countries, including Côte d’Ivoire and Cabo Verde, to adapt and scale successful approaches in inclusive social protection, skills development, and formalization. These exchanges will promote mutual learning, cross-fertilization of good practices, and regional policy coherence, positioning Senegal as a leading knowledge hub in the operationalisation of the Global Accelerator in West Africa.
8. Does this proposed activity build on past government activities, SPR- or SDG-Fund-supported activities, in particular M-GA or GA activities, IDA/IBRD-financed projects, projects from UN agencies or others? If so, please describe? (150 words)	The project builds on best practices and lessons from past initiatives. In vocational training, it leverages the ILO’s experience with the Skill-Up program, the World Bank, AFD, and national efforts (ANPEJ, 3FPT, PF2E), aligning with the upcoming UN Joint Programme on access to quality basic services. On social protection, it draws on the ILO’s expertise (ISFP, PROMEFI, Global Flagship Programme on Social Protection Floors, SP&PFM, RSPC) and World Bank interventions, such as ISMEA, which have improved health financing and extended coverage to vulnerable populations, including children and pregnant women. It also incorporates IOM’s migration-focused projects in Saint-Louis and Kolda. Finally, the experience of the World Bank (PAPSA) and UNICEF in cash transfers under the PNBSF will help develop integrated, digital solutions centred on women’s empowerment and tailored support packages.
9. Is complementarity with other relevant initiatives in particular previous GA and/or MGA. How are the proposed activities linked to any other ongoing or future government-led, IDA/IBRD-financed, or project from planned relevant initiatives implemented by	The proposed joint programme will build on and reinforce key initiatives, including the ILO’s Global Skills Programme, Italy–Senegal cooperation on employment diagnostics, the National Employment Policy (PNE), the Labour Market Information System (SIMT), and the updated Employment Strategy (CNEE). It will support the ongoing RSPC extension to agricultural workers and align with UNSDG-supported activities backing the national roadmap and France-funded efforts to scale up health insurance enrolment. The programme also anticipates complementarity with the upcoming UN–Luxembourg PIC V project, aiming to integrate social protection and local development. In parallel, it will reinforce

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governments, development partners (including WB/ UN agency or), other IFIs/DFIs and other stakeholders? If so, please describe. <i>In the case of a top-up (of a previous M-GA JP), please explain how the previous JP will be modified, if needed, to absorb the new activities and funding.</i> (150 words)	the World Bank's and UNICEF's ongoing support to digitize the national cash transfer programme and conduct research on gender inclusion in social protection. Regarding TVET, digital learning platform, and VAE, it builds on scalable results and infrastructure built through the World Bank's PEJA project. It aligns with the World Bank's upcoming operations in social health protection.
10. Justification for financing from the M-GA. Please describe why the proposed activity benefits from collaboration of World Bank and UN agencies. How will this activity make best use of the comparative advantage of each participating agency? (150 words)	The project is suited for M-GA financing, as it leverages the complementary mandates and technical expertise of the World Bank and UN agencies to deliver integrated, high-impact solutions for decent work and social protection. The World Bank brings a comparative advantage in policy dialogue, systems-level financing, and macroeconomic analysis, particularly in social health insurance and employment systems. UN agencies—UNICEF, ILO, IOM, and UNHCR—offer field presence, operational agility, and thematic expertise in vocational training, as well as supporting social protection systems, migration-sensitive programming, and inclusive employment. This collaboration ensures that structural reforms (e.g., systematic enrolment and value-chain-based affiliation) are grounded in inclusive, community-based approaches responsive to the needs of people or groups in vulnerable situations, including informal workers, migrants, and women. Jointly, the agencies will accelerate the operationalisation of Senegal's Global Accelerator roadmap by combining upstream reforms with downstream implementation, ensuring scalability, equity, and sustainability in line with SDG targets and national priorities.
11. Coordinating and implementing arrangements Please outline the roles and responsibilities of the Resident Coordinator/Resident Coordinator Office, Participating UN Organizations (PUNOs), the World Bank, national counterparts and other relevant stakeholders (150 words)	The Resident Coordinator (RC) will ensure strategic oversight and alignment with the UN Cooperation Framework. They will facilitate high-level dialogue with government and development partners. The ILO, as Lead PUNO, will oversee monitoring, promote synergies with other joint initiatives, and coordinate operations. Each PUNO will lead technical implementation according to its mandate. IOM and UNHCR will be closely involved in the implementation of the joint program. The World Bank will provide policy advice, technical expertise on health financing and employment systems, support reforms through its lending portfolio, and collaborate with ILO on TVET. National counterparts, led by the DGPPE, will manage implementation, inter-ministerial coordination, and scaling. Civil society, local governments, and the private sector will be engaged throughout the process. An ad hoc committee, including the UN Resident Coordinator and the World Bank Division Director, will be established to monitor the progress of the joint programme.

II. Work Plan: Proposed activities, project components, and outputs.

II.1. Outputs and SDG Target and Gender Marker (to be completed by PUNOs).

Output	SDG Target	Gender Marker
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Output 1: Expanded and equitable access to territorially demand-driven vocational training through the digitalization of skills development, with a strong emphasis on empowering women and enhancing their participation.	4.3, By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university. 5.b: Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women. 4.4, By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship. 8.6, By 2020, substantially reduce the proportion of youth not in employment, education or training.	3
Output 2: Strengthened pathways for informal workers to improve productivity with a pathway to transition into the formal economy (with a focus on sectors with a high concentration of informal women workers).	8.3, Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services 8.5, By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value. 17.1, Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.	3
Output 3 – Improved Social Health Protection Coverage, in particular for Informal workers and People or groups in vulnerable situations including women, through the	1.3, Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	3

implementation of systematic enrolment mechanisms and the development of an integrated health risk coverage system.	3.8, Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all. 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	3
Output 4 – The most vulnerable people increasingly use basic social and social protection services that are innovative, digitalized, inclusive, resilient, adapted, and of high quality. (Common Framework objective n.2)	1.b – Create pro-poor and gender-sensitive policy frameworks 1.3, Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable 5.b – Enhance the use of enabling technology, in particular ICT, to promote the empowerment of women 16.6, Develop effective, accountable and transparent institutions at all levels. SDG 9.c – Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet 17.14 – Enhance policy coherence for sustainable development	



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II.2.Activities, project components, and provisional budget allocations

Activity / Component	Brief (<=20 word) description	Responsible partners (please indicate lead partner in bold)	Allocated Budget (US\$) ³
Output 1: Expanded and equitable access to territorially demand-driven vocational training through the digitalization of skills development, with a strong emphasis on empowering women and enhancing their participation.			
Activity / Component 1.1	Deploy the existing learning platform with modules dedicated to occupations in selected sectors and awareness modules on social protection	WB (Lead)/ILO	100,000 (M-GA Fund)
Activity / Component 1.2	Build the capacities of vocational training stakeholders (training centers, local authorities) in the use and management of the digital platform.	WB (Lead)/ILO	60,000 (M-GA Fund)
Activity / Component 1.3	Deploy outreach campaigns to boost enrolment and completion especially among women who face structural barriers to accessing vocational training	WB (Lead)/ILO	70,000 (M-GA Fund)
Activity / Component 1.4	Conduct territorial skills needs assessments aligned with the development hubs of the National Development Strategy (SND) 2025–2029	ILO (Lead)/WB	40,000 (M-GA Fund)
Activity / Component 1.5	Develop a gender-responsive territorial skills development strategy based on the findings of the territorial diagnostics.	ILO (Lead)/WB	30,000 (M-GA Fund)
Output 2 statement: Strengthened Pathways for Informal Workers to transition into the Formal Economy, with a focus on sectors with a high concentration of informal women workers			
Activity / Component 2.1	Implement Recognition of Prior Learning (RPL) schemes	ILO (Lead)/WB	50,000 (M-GA Fund)
Activity / Component 2.2	Deliver tailored career guidance services	ILO (Lead)/WB	40,000 (M-GA Fund)
Activity / Component 2.3	Use SMSD scenario modelling to inform formalization and gender sensitive investment decisions	ILO(Lead)/ WB	30,000 (M-GA Fund) 30,000 (ILO co-funding)

³ For PUNOs, please also fill in the detailed budget in Annex 1



Activity / Component 2.4	Develop a mechanism to generate more jobs through public investment infrastructure, with the gradual formalization of informal workers	ILO (Lead)/WB	40,000 (M-GA Fund)
Output 3 statement: Improved Social Health Protection Coverage, in particular for Informal workers and People or groups in vulnerable situations including women, through the implementation of systematic enrolment mechanisms and the development of an integrated health risk coverage system			
Activity / Component 3.1	Develop a communication strategy to support the operational plan for implementing systematic membership mechanisms, including communication tools designed particularly for women	World Bank (Lead) / ILO	75,000 (M-GA Fund)
Activity / Component 3.2	Support the implementation of the communication plan on systematic membership mechanisms in the agriculture sector including communication strategies for women	ILO (Lead) / World Bank	70,000 (M-GA Fund) 20,000 (ILO co-funding)
Activity / Component 3.3	Develop tools, procedures and legal provisions for implementing systematic membership mechanisms in targeted sectors	ILO (Lead) / World Bank	40,000 (M-GA Fund) 20,000 (ILO co-funding)
Activity / Component 3.4	Strengthen the capacities of the actors involved in the implementation of systematic membership mechanisms in the targeted sectors	ILO (Lead) / World Bank	80,000 (M-GA Fund)
Activity / Component 3.5	Define the basic benefit package incorporating gender-responsive benefits of the universal health insurance system	ILO (Lead) / WB UNICEF	30,000 (M-GA Fund)
Activity / Component 3.6	Develop a proposal for the structure of an information system to operationalize the integrated health risk coverage system including an inventory of existing information systems and interoperability	World Bank (Lead) / ILO	100,000 (M-GA Fund)
Activity / Component 3.7	Conduct financial analyses and projections to measure the impact of the integrated health risk coverage system on health financing (including efficiency gains, the need to achieve CSU objectives and the pooling mechanism to guarantee national solidarity)	World Bank (Lead) / ILO	70,000 (M-GA Fund)
Output 4 statement: The most vulnerable people increasingly use basic social and social protection services that are innovative, digitalized, inclusive, resilient, adapted, and of high quality			
Activity 4.1	Develop Costing for a Dedicated Social Protection Workforce	UNICEF (lead)/WB	150,000 (M-GA Fund) 50,000 (UNICEF cofunding)



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Activity 4.2.	Model Inclusive Digital Cash Transfers Based on Women's Preferences	UNICEF (lead) / WB	100,000 (M-GA Fund) 25,000 (UNICEF cofunding)
Activity 4.3	Support the development of a digital platform to inform potential beneficiaries of existing social protection services	UNICEF (lead)/WB	132,000 25,000 (UNICEF cofunding)
Activity 4.4	Costed, gender-responsive scenarios developed through SMSD to inform inclusive and equitable expansion of the social protection system.	ILO (Lead)/UNICEF	18,000 (M-GA Fund)



Monitoring: please only indicate output level indicators⁴

How will you know that change has happened? What indicators will you measure? What specific milestones will the program achieve and how do these contribute to the overall objective?

Joint Programme Outcomes			
Outcome statement 1: By 2028, social protection systems and basic social services ensure equitable, inclusive, and quality access for the most vulnerable populations, particularly those living in remote, peri-urban, rural, or border areas.			
Outcome indicator 1.1: Proportion of informal workers and people or groups in vulnerable situations, especially women covered by social protection scheme thanks to the GA	Baseline: 0	Target: 10%	Means of verification: Social registry data, programme reports, household surveys (e.g., MICS, ECHVM)
Outcome statement 2: By 2028, young people—especially women, informal workers, and those from people or groups in vulnerable situations—have better access to a quality, inclusive, and formal vocational training system that promotes lifelong learning and aligned with labour market needs			
Outcome indicator 2.1: Number of people who benefited from skills and lifelong learning services with GA support	Baseline: 0	Target: 1100 (660 W, 440 M)	Means of verification: Participant registration and attendance records Service provider and project monitoring reports Digital tracking tools
Outcome indicator 2.2: Number of territorial skills governance bodies established with strong involvement of the private sector	Baseline: 0	Target: 1	Means of verification: Official documents confirming the establishment of each governance body. Terms of Reference outlining structure and mandate with Membership lists Meetings minutes

⁴ Please pick an indicator out of the outcome indicators below



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Joint Programme Outputs		
Output 1: Expanded and equitable access to territorially demand-driven vocational training through the digitalization of skills development, with a strong emphasis on empowering women and enhancing their participation		
Output indicator 1.1: Number of individuals enrolled in digital vocational training programs through the platform, disaggregated by sex, age, with specific attention to participation of women, girls, c	Baseline: 0	Target: 1,000 total 600 women 400 men Means of verification: number of users of the digital platform
Output indicator 1.2: Number of territorial hubs with an adopted skills development strategy aligned with local labour market needs	Baseline: 0	Target: 1 Means of verification:
Output 2 statement: Strengthened pathways for informal workers to transit the formal economy, with a focus on sectors with a high concentration of informal women workers		
Output indicator 2.1: Number of informal workers supported in their transition to the formal economy through RPL and career guidance services disaggregated by sex	Baseline: 0	Target: 100 Total 60 women 40 men Means of verification: Beneficiary records and reports with sex-disaggregated data from RPL and career guidance service providers
Output indicator 2.2: Number of operational guides developed and disseminated to support the formalization of informal workers with a focus on feminised sectors through employment-intensive public infrastructure investments.	Baseline: 0	Target: 1 Means of verification: Public investment project reports and employment rosters Monitoring reports from ministries of labour or infrastructure
Output 3 statement: Improved Social Health Protection Coverage, in particular for Informal workers and People or groups in vulnerable situations especially women, through the implementation of systematic enrolment mechanisms and the development of an integrated health risk coverage system		
Output indicator 3.1: Number of informal workers covered by the national health insurance system	Baseline: 0	Target: 5 000 total 3000 women 2000 men Means of verification: Program performance reports (SEN CSU, DAPSA, others)

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Output indicator 3.2: An integrated health risk coverage system is developed that incorporates gender-responsive benefits	Baseline: 0	Target: 1	Means of verification: Legal text governing an integrated national system of health risk coverage
Output 4 statement: The most vulnerable people increasingly use basic social and social protection services that are innovative, digitalized, inclusive, resilient, adapted, and of high quality. (effet 2 , produit 2.2)			
Output indicator 4.1: Number of administrative units or institutions with costed workforce plans for social protection services.	Baseline: 0	Target: 2	Means of verification: Study
Output indicator 4.2: Number of digital cash transfer payment models designed using gender-responsive features based on user feedback.	Baseline: 0	Target: 1	Means of verification: Study
Output indicator 4.3: A digital model and strategy exist to inform potential beneficiaries—especially women and mothers—about social protection services	Baseline: 0	Target: 1	Means of Verification: Beta version of the app./ model
Output indicator 4.4: Number of costed, gender-responsive social protection reform scenarios developed using SMSD modelling and validated by national stakeholders, including women's organizations.	Baseline: 0	Target: 1	Means of verification: Study

III. List of key outcome indicators for the M-GA (please select all that apply)

	Final Outcome Indicators
Accelerated creation of decent and productive jobs	☐ Change in number of people in work – of which wage work and self-employment ☐ Change in number of people engaged in more productive work of which – women, youth, disadvantaged people/regions, disability,... (measured by changes in wages or firm profits) ☐ Change in number of people in decent jobs (disaggregated by age, sex) ☐ Change in informal employment, by sector and sex (SDG 8.3.1) and, where possible, by age and disability status ☐ contributing to social security by employment status ☐ working within the range of 'normal working hours' (35-48h/week) ☐ earning less than the defined benchmarks (for example, XX per cent of the median wage or median labour income), by status in employment ☐ affiliated to a union, a professional organization, a workers' association or a member-based organization of workers, by status in employment. ☐ covered by Fundamentals Principles and Rights at Work ☐ Alignment of wage growth with productivity growth ☐ Change in the number of learners benefiting from lifelong learning opportunities, by sex
Accelerated achievement of universal, comprehensive, adequate and sustainable social protection	☐ Number of persons and percentage increase in effective population coverage by social protection systems (disaggregated by sex and branch of SS), including children, people with disabilities, migrants ☐ Number of persons and percentage of population with increased level of benefits ☐ Number of persons and percentage increase in legal coverage for social protection ☐ Number of persons and percentage of population covered by a new branch of social security / social protection programs ☐ Total amount of social security contributions collected from workers (with a trend over years) / [and possibly: as a percentage of total social protection expenditures]
	Intermediate outcome Indicators
	☐ Resources allocated to social protection programs (disaggregated into domestic resources, donor programs and IFI lending, and private contributions) ☐ Resources allocated to jobs, skills, and employability programs (disaggregated into domestic resources, donor programs and IFI lending, and private contributions) ☐ Use of evidence in program design
	Other relevant outcome indicators (please fill in as many as necessary)
	☐

Appendix – answers to be provided by PUNOs only

Budget per UNSDG categories - for PUNOs only

Please fill in the detailed below and allocated budget of each involved agency based on the provided categories

UNSDG BUDGET CATEGORIES	PUNO 1 ILO		PUNO 2 UNICEF		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	116,000	70,000	70,000	100,000	186,000	170,000
2. Supplies, Commodities, Materials	0		0		0	
3. Equipment, Vehicles, and Furniture (including Depreciation)	0		0		0	
4. Contractual services	300,000		287,009		587,009	
5. Travel	16,383.1776		0		16,383	
6. Transfers and Grants to Counterparts	0		0		0	
7. General Operating and other Direct Costs	5,000		0		5,000	
Total Direct Costs	437,383.1776		357,009		794,392	
8. Indirect Support Costs (7% of total direct costs – except for WFP and UNHCR which should apply 6.5% of total direct costs)	30,616.82243		24,990.63		55,607.45243	
TOTAL Costs	468,000	70,000	382,000	100,000	850,000	170,000



Gender Equality Marker for PUNOS

Please copy the output as per in the workplan and add the Gender Equality marker score and justify the scoring. Please refer to the UNSDG guidance here: <https://help.uninfo.org/un-info/results-framework/results-framework-structure/suboutput-level/guidance-on-applying-tags-and-markers/guidance-on-applying-the-gender-equality-human-rights-and-sustaining-peace-markers>

Joint Programme Outputs	GEM Score	Justification
Output 1: Expanded and equitable access to territorially demand-driven vocational training through the digitalization of skills development, with a strong emphasis on empowering women and enhancing their participation.	3	This output places gender equality and women's empowerment at the core of its design and implementation. It goes beyond basic inclusion by addressing structural barriers to women's access to vocational training, through targeted outreach campaigns, gender-sensitive territorial diagnostics, and the development of a gender-responsive skills strategy. A clear female participation target (60%) reinforces accountability. While some elements could be strengthened further, the overall package supports institutional change and gender-responsive service delivery, justifying a Gender Marker 3 rating.
Output 2 statement: Strengthened Pathways for Informal Workers to transit the Formal Economy through RPL and career guidance services with a special focus on feminized sectors	3	This output prioritizes gender equality by focusing on sectors with a high concentration of informal women workers and delivering tailored career guidance services for women. Key activities, such as Recognition of Prior Learning (RPL) and gender-sensitive scenario modelling, promote inclusive pathways toward formalization. A clear female participation target (60%) reinforces accountability. The design also seeks to address underlying constraints women face in accessing formal employment. These elements demonstrate a clear commitment to systemic change, positioning this output as Gender Marker 3 – Gender-Transformative .
Output 3 statement: Improved Social Health Protection Coverage, in particular for women, Informal workers and people or groups in vulnerable situations, through the implementation of	3	Gender is central to this output's intent, design, and implementation. It explicitly prioritizes women, informal workers, and people or groups in vulnerable situations through clear enrolment targets and structural reforms. Activities include the definition of a gender-responsive benefit package, legal and digital system integration, and inclusive enrolment mechanisms. Special attention is paid to sectors dominated



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systematic enrolment mechanisms and the development of an integrated health risk coverage system		by informal female workers, such as domestic work and retail, as well as intra-household power imbalances that hinder women's access. With financial modelling, communications, and monitoring tools focused on equity, the output meets the criteria for Gender Marker 3 .
Output 4 statement: The most vulnerable people increasingly use basic social and social protection services that are innovative, digitalized, inclusive, resilient, adapted, and of high quality. (effet 2 , produit 2.2 of the UN common Framework)	3	This output visibly mainstreams gender equality through both its design and implementation. One core activity directly addresses women's needs by developing digital cash transfer models based on their preferences. Additional components—such as platforms linking beneficiaries to services—prioritize women and mothers, reinforcing a gender focus throughout. Three out of four indicators measure gender-related outcomes, exceeding the threshold for a transformative score. With gender-responsive tools embedded in multiple activities, this output clearly qualifies for Gender Marker 3 – Gender-Transformative .

1 Annexe Governance Structure

1. Architecture et articulation de la gouvernance (version française)

La gouvernance du projet M-GA s'inscrit dans la structure globale de l'Accélérateur mondial pour l'emploi, la protection sociale et les transitions justes, dont il constitue une intervention catalytique. Elle repose sur trois niveaux complémentaires :

- un Comité national de pilotage (Copil) pour l'orientation stratégique et la cohérence interministérielle ;
- un Comité technique (Cotech) pour la coordination opérationnelle, la planification conjointe et le suivi-évaluation ;
- et une Équipe conjointe de suivi et de coordination pour la mise en œuvre quotidienne et la synergie entre partenaires.

La mise en œuvre du projet sera assurée conjointement par plusieurs institutions clés du Gouvernement du Sénégal, sous la coordination de la Direction Générale du Plan et des Politiques Économiques (DGPPE) relevant du Ministère de l'Économie, du Plan et de la Coopération (MEPC). Elle travaillera en étroite collaboration avec le Ministère de la Fonction publique, du Travail et de la Réforme du secteur public, ~~de l'Emploi et des Relations avec les Institutions~~ (MTERI), responsable des politiques d'emploi et de formalisation du travail, le Ministère de la Formation Professionnelle et Technique (MFPT), chargé de l'adaptation de l'offre de formation aux besoins du marché et de la validation des acquis de l'expérience, ainsi que le Ministère de la Famille, de l'Action sociale et des Solidarités (MFASS), qui conduit les politiques de protection sociale et de solidarité nationale à travers la Délégation Générale à la Protection Sociale et à la Solidarité Nationale (DGPSN) et l'Agence sénégalaise de la Couverture sanitaire universelle. Ensemble, ces institutions assurent la cohérence interministérielle et l'intégration des trois piliers du projet : emploi, formation professionnelle et protection sociale.

Le projet est mis en œuvre en partenariat avec les agences des Nations Unies, notamment le Bureau International du Travail (BIT) et l'UNICEF, ainsi que la Banque mondiale, qui apporte son appui technique et analytique sur les réformes liées à la couverture santé, à l'emploi et à la formalisation. Ensemble, ces institutions garantissent la cohérence interministérielle, l'intégration technique et la convergence des trois piliers du projet : emploi, formation professionnelle et protection sociale.

Cette architecture permet d'assurer la cohérence entre le projet, la Feuille de route nationale de l'Accélérateur mondial, les priorités du Plan National de Développement Économique et Social (PNDES 2025–2029) et les engagements du Cadre de Coopération des Nations Unies (UNSDCF 2024–2028).

2. Composantes de la gouvernance

a) Comité national de pilotage (Copil)

Présidé par le Ministère de l'Économie, du Plan et de la Coopération (MEPC) et la Coordinatrice Résidente du Système de Nations Unies, le Copil de l'Accélérateur mondial assure la supervision stratégique et la cohérence interministérielle du projet. Il est chargé :

- d'orienter les grandes priorités politiques et stratégiques du M-GA ;
- de garantir la cohérence des plans de travail conjoints avec les politiques publiques nationales ;

- de favoriser la coordination multisectorielle et les réformes intégrées ;
- et d'assurer la mobilisation des ressources et le plaidoyer de haut niveau.

Le Copil est composé des représentants des principaux ministères concernés, à savoir le Ministère de l'Économie, du Plan et de la Coopération (MEPC), le Ministère du Travail, le Ministère de la Formation Professionnelle et Technique (MFPT), le Ministère de la Famille, de l'Action sociale et des Solidarités (MFASS), le Ministère de la Santé et de l'Hygiène publique (MSHP), ainsi que d'autres départements sectoriels concernés. Il inclut également la Délégation Générale à la Protection Sociale et à la Solidarité Nationale (DGPSN), l'Agence Sénégalaise de la Couverture Sanitaire Universelle (SEN-CSU), les partenaires sociaux (organisations syndicales et patronales), le secteur privé, les institutions publiques de financement du développement, et les partenaires techniques, notamment le Bureau International du Travail (BIT), l'UNICEF et la Banque mondiale.

Le Copil se réunit une fois par an, sous la présidence du MEPC, pour examiner les progrès réalisés, valider les rapports de performance, et approuver les orientations et priorités de la période suivante.

b) Comité technique (Cotech)

Sous la présidence de la Direction Générale du Plan et des Politiques Économiques (DGPPE/MEPC), le Cotech constitue l'instance de coordination technique et de suivi-évaluation de l'Accélérateur mondial, et donc du présent projet.

Ses principales responsabilités sont :

- d'assurer la planification conjointe, la coordination technique et la consolidation des activités ;
- de valider les plans de travail conjoints annuels, rapports techniques et cadres de résultats partagés ;
- de suivre la mise en œuvre et les résultats à travers un dispositif intégré de suivi-évaluation ;
- de renforcer la coopération interministérielle et la participation active des directions et services techniques ;
- et de préparer les réunions du Copil et les rapports d'avancement consolidés.

Le Cotech est composé d'un noyau restreint d'institutions clés impliquées dans la mise en œuvre du projet, à savoir : la DGPPE/MEPC, le Ministère de la Fonction publique, du Travail et de la Réforme du secteur public (MTERI), le Ministère de la Formation Professionnelle et Technique (MFPT) et le Ministère de la Famille, de l'Action sociale et des Solidarités (MFASS), à travers la Délégation Générale à la Protection Sociale et à la Solidarité Nationale (DGPSN) et l'Agence Sénégalaise de la Couverture Sanitaire Universelle (SEN-CSU). Il inclut également le bureau du coordinateur résident du Système des Nations Unies, les agences de mise en œuvre — le Bureau international du Travail (BIT), l'UNICEF et la Banque mondiale — qui assurent l'appui technique et la coordination opérationnelle dans leurs domaines respectifs.

c) Équipe conjointe de suivi et de coordination

Dans le cadre de la mise en œuvre du projet, une équipe conjointe chargée du suivi et de la coordination est constituée pour toute la durée du projet (24 mois).

Composition de l'équipe

L'équipe de coordination conjointe réunit :

- le UN RCO (Bureau du Coordinateur Résident du Système des Nations Unies)

- les agences de mise en œuvre : **BIT, UNICEF et Banque mondiale** ;
- les institutions nationales partenaires : **DGPPE, MTERI, MFPT, MFASS** ;
- **une organisation patronale et une organisation syndicale.**

Missions

L'équipe est chargée de :

- assurer la **coordination interinstitutionnelle et interministérielle** des activités du projet ;
- garantir la **cohérence entre les interventions du M-GA et la feuille de route nationale de l'Accélérateur mondial** ;
- veiller à la **mise en œuvre effective des plans de travail conjoints** et à la **production des rapports de suivi** ;
- **identifier les partenaires clés** et faciliter la liaison avec les ministères et services techniques concernés ;
- **évaluer périodiquement l'avancement des activités**, proposer, le cas échéant, des ajustements stratégiques et garantir **l'implication active de toutes les parties prenantes**.

Modalités de fonctionnement

L'équipe se réunit **trimestriellement**, sous le **secrétariat du BIT**, et anime les mécanismes de coordination opérationnelle entre agences, en veillant à la **synergie des actions** et à la **cohérence programmatique** du projet.

Un **compte rendu détaillé** est produit à l'issue de chaque réunion afin de documenter les progrès réalisés, les difficultés rencontrées et les recommandations formulées pour la période suivante.