



# UNRISD

United Nations Research Institute for Social Development

## **Public Policies for Social and Solidarity Economy**

*The Experience of the City of Dakar*

**Malick DIOP**, *Jurist, National Coordinator of the Network of Actors and Local Authorities for Social and Solidarity Economy in Senegal (RACTES)*

**Aminata Diop SAMB**, *Jurist, Director of the Municipal Development and Solidarity Fund of the City of Dakar (FODEM).*

Paper prepared for the UNRISD project

“Promoting SSE through Public Policies:  
Guidelines for Local Governments”

February 2021

This Background Paper is posted online  
to stimulate discussion and critical comments.



# UNRISD

United Nations Research Institute for Social Development

The United Nations Research Institute for Social Development (UNRISD) is an autonomous research institute within the UN system that undertakes multidisciplinary research and policy analysis on the social dimensions of contemporary development issues. Through our work we aim to ensure that social equity, inclusion and justice are central to development thinking, policy and practice.

UNRISD, Palais des Nations  
1211 Geneva 10, Switzerland

Tel: +41 (0)22 9173020  
[info.unrisd@un.org](mailto:info.unrisd@un.org)  
[www.unrisd.org](http://www.unrisd.org)



The Global Social Economy Forum is a global social and solidarity economy (SSE) network that aims to serve as a hub for sharing visions and experiences through cross-border collaboration and cooperation based on multilateral (public-private-community) partnerships for an inclusive, equitable and human centered world for all of us.

Copyright © United Nations Research Institute for Social Development (UNRISD) and Global Social Economy Forum (GSEF)

This is not a formal UNRISD publication. The responsibility for opinions expressed in signed studies rests solely with their author(s).

# Table of Contents

Table of Contents .....	iii
Abbreviations and Acronyms .....	iv
Acknowledgements .....	vi
Summary .....	vii
<b>Introduction: Objectives and main points of the study .....</b>	<b>1</b>
<b>1 SSE in Senegal: Context and state of play .....</b>	<b>2</b>
1.1 Different elements of the SSE ecosystem in Senegal .....	3
1.2 Different elements of the SSE ecosystem in the City of Dakar .....	3
1.3 Opportunities and challenges .....	4
<b>2 Design and implementation of an SSE support plan .....</b>	<b>5</b>
2.1 Components of SSE programmes .....	5
2.2 SSE programme development process .....	9
2.3 Strategies for stakeholder ownership .....	10
<b>3 Decision-making .....</b>	<b>11</b>
3.1 Decision-making tools .....	11
3.2 Decision-making arrangements: participatory mechanisms, consultations and information sharing .....	12
<b>4 Legal framework .....</b>	<b>14</b>
4.1 Review of legal framework regulating SSE .....	14
4.2 Establishment of appropriate legal rules .....	16
<b>5 Support for SSE organizations .....</b>	<b>17</b>
5.1 At the national level .....	17
5.2 At the local level .....	18
<b>6 Development plans and programmes .....</b>	<b>18</b>
6.1 At the national level .....	19
6.2 At the local level .....	19
<b>7 Capacity building .....</b>	<b>20</b>
7.1 At the national level .....	20
7.2 At the local level .....	21
<b>8 Access to markets and to financing .....</b>	<b>21</b>
8.1 At the national level .....	21
8.2 At the local level .....	22
<b>9 Awareness, outreach and advocacy strategies .....</b>	<b>22</b>
<b>10 Data collection, research, sharing of knowledge and lessons learned .....</b>	<b>23</b>
<b>Conclusion .....</b>	<b>24</b>
<b>References .....</b>	<b>25</b>

## Abbreviations and Acronyms

<b>3FPT</b>	Vocational and Technical Training Fund
<b>ADS</b>	Social Development Agency
<b>AECID</b>	Spanish Agency for International Development Cooperation
<b>AFD</b>	French Development Agency
<b>AIMF</b>	International Association of Francophone Mayors
<b>ANCAR</b>	National Agency for Agricultural and Rural Advice
<b>ANIDA</b>	National Agency for Agricultural Integration and Development
<b>ANPEJ</b>	National Agency for the Promotion of Youth Employment
<b>ANSD</b>	National Agency for Statistics and Demography
<b>APDA</b>	Agency for the Promotion and Development of the Craft Industry
<b>ASC</b>	Cultural and Sports Association
<b>BMN</b>	Upgrading Office
<b>BNDE</b>	National Bank for Economic Development
<b>CAEL</b>	Support Unit for Local Elected Officials
<b>CEFOPPEM</b>	Vocational Training and Development Centre for Municipal Staff
<b>CEPEM</b>	Business Incubator for the Promotion of Employment through Micro-enterprises
<b>CFAF</b>	Franc of the Financial Community of Africa
<b>CIFAL</b>	International Training Centre for Local Authorities
<b>CMD</b>	Dakar Municipal Credit Fund
<b>COCC</b>	Code of Civil and Commercial Obligations
<b>DASS</b>	Directorate of Health Action and Personal Services
<b>DEESS</b>	Directorate for the Social and Solidarity Economy
<b>DER</b>	Fast Track Employment Delegation
<b>DFS</b>	Decentralized Financial System
<b>DGPPE</b>	Directorate General of Planning and Economic Policy
<b>DOB</b>	Budget Orientation Debate
<b>DPDD</b>	Directorate of Planning and Sustainable Development
<b>DPEE</b>	Directorate of Forecasting and Economic Studies
<b>DPNDC</b>	National Policy Document on the Development of Cooperatives
<b>EHCVM</b>	Harmonized Survey on Living Conditions of Households
<b>EIG</b>	Economic Interest Group
<b>ENSIS</b>	National Survey on the Informal Sector in Senegal
<b>ESEA</b>	School of Applied Economics
<b>FIMF</b>	Microfinance Promotion Fund
<b>FMDV</b>	Global Fund for Cities Development
<b>FNCF</b>	National Credit Fund for Women
<b>FNPEF</b>	National Fund for the Promotion of Women's Entrepreneurship
<b>FODEM</b>	Municipal Development and Solidarity Fund
<b>FONGIP</b>	Priority Investment Guarantee Fund
<b>GDP</b>	Gross Domestic Product
<b>GSEF</b>	Global Social Economy Forum
<b>HII</b>	Health Insurance Institute
<b>IFAN</b>	Fundamental Institute of Black Africa

<b>IGA</b>	Income-Generating Activities
<b>ILO</b>	International Labour Organization
<b>ISDL</b>	Higher Institute of Local Development
<b>LARTES</b>	Research Laboratory on Economic and Social Transformations
<b>LDP</b>	Local Development Plan
<b>LPSMESS</b>	Microfinance and Social Solidarity Economy Sector Policy Statement
<b>MCPME</b>	Ministry of Trade and Small and Medium Enterprises
<b>MECMU</b>	Mutual Savings and Credit Union of the City of Dakar
<b>MEFP</b>	Ministry of Economy, Finance and Planning
<b>MEPC</b>	Ministry of Economy, Planning and Cooperation
<b>MFB</b>	Ministry of Finance and Budget
<b>MFCAC</b>	French Mission for Cooperation and Cultural Action
<b>MFI</b>	Microfinance Institution
<b>MMESS</b>	Ministry of Microfinance and SSE
<b>NGO</b>	Non-Governmental Organization
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>OHADA</b>	Organization for the Harmonization of Business Law in Africa
<b>OIF</b>	International Organization of La Francophonie
<b>PADEF/EJ</b>	Project to Support the Development of Women's Entrepreneurship and Youth Employment
<b>PAFSEP</b>	Project to Support Families Living in Poverty
<b>PAP 2A</b>	Adjusted and Accelerated Priority Action Plan
<b>PFAAnE</b>	Non-State Actors Platform
<b>PCC</b>	Pan-African Cooperative Conference
<b>PRES</b>	Economic and Social Resilience Programme
<b>PSE</b>	Emerging Senegal Plan
<b>RACTES</b>	Network of Actors and Local Authorities for SSE in Senegal
<b>RAESS</b>	African Social and Solidarity Economy Network
<b>RGE</b>	General Business Census
<b>RIPESS</b>	Intercontinental Network for the Promotion of the Social and Solidarity Economy
<b>SME</b>	Small and Medium Enterprise
<b>SSE</b>	Social and Solidarity Economy
<b>SSELDP</b>	SSE Local Development Plan
<b>SSEO</b>	Social and Solidarity Economy Organization
<b>UCAD</b>	Cheikh Anta Diop University
<b>UHC</b>	Universal Health Coverage
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNRISD</b>	United Nations Research Institute for Social Development

## **Acknowledgements**

**Ms Soham El WARDINI**, Mayor of the City of Dakar for her commitment and the support of her administrative and technical services in conducting this study.

**Prof. Ahmadou Aly MBAYE**, Rector of the Cheikh Anta Diop University of Dakar (UCAD) for his support and academic input to the study.

**Mr Mourade Dieye GUEYE**, Secretary General of the City of Dakar, for his diligent compliance with the instructions of the Mayor for the preparation of this study.

**Ms Maimouna Isabelle DIENG**, Executive Director of the Platform of Non-State Actors (PFAnE), for the technical and logistical support.

**Mr Birakane NDIAYE**, Director of Cabinet of the Mayor of the City of Dakar.

**Mr Cheikh GUEYE**, Mayor of the Commune of Dieuppeul-Derklé, Delegate General of RACTES

## Summary

The *environment in Senegal is generally conducive* to the development of a social and solidarity economy (SSE), but there are still issues to be addressed. At the political level, the creation of a dedicated ministry has provided the sector with an important steering mechanism. However, the *legal framework is still being developed*: a sectoral policy statement and a framework law on SSE, which are in the process of being drafted, should improve the governance of the sector.

Despite several projects and programmes initiated by the City of Dakar to support communities and social and solidarity economy organizations (SSEOs), implementation of an SSE policy is limited by a number of constraints: the lack of a legal framework that reflects the heterogeneity of the sector; the lack of planning, promotion and visibility of the sector in local policy; the professionalization of actors; and the failure to include SSEOs in the definition of public policies.

The *multiplicity of SSE structures* in the city does not help decision-making in the design and implementation of a planned local public policy that will ensure the promotion and visibility of the sector. The existing participatory, consultation and information-sharing mechanisms are still not functional enough to allow stakeholders to engage with technical services, support structures and elected municipal officials on projects and programmes, and selection, funding, support and monitoring procedures for economic and social inclusion strategies.

The City of Dakar supports SSEOs through the establishment of *several decentralized support structures* (FODEM, CEPEM, the Mutual Savings and Credit Union and the Housing Cooperative, etc.). These structures are support mechanisms for SSEOs that are positioned throughout the social entrepreneurship process. These tools are complementary pillars in the strategy of supporting SSEOs to boost the sustainability of social enterprises with personalized support.

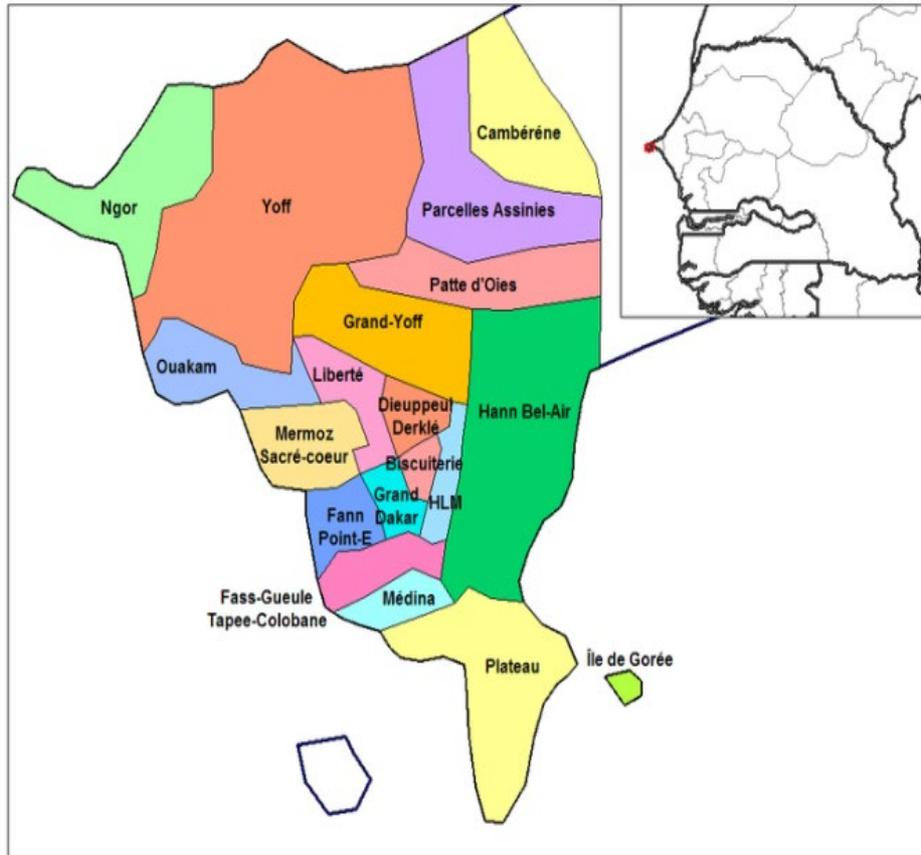
The City of Dakar, through its various stand-alone projects, has developed a *raft of measures to promote SSE* in its development plans and programmes. The existence of *training initiatives that are not SSE-related* is an opportunity to strengthen the capacities of SSEOs. These training programmes are based on a package of non-financial services that include the training and mentoring of social enterprises.

However, there is not yet an incentive framework to provide social enterprises with access to public procurement or funding, despite the existence of many *national funding structures that have still not been adapted to SSEOs*.

The creation in 2017 of the SSE Directorate within a ministry that is specifically dedicated to SSE is an opportunity for increased awareness, outreach and advocacy of SSE in public policies. The City of Dakar and the Platform of Non-State Actors, by setting up RACTES to promote SSE in public policies, have developed a *multi-stakeholder approach* through a *campaign* to raise awareness, to inform and influence and to drive the promotion of SSE in public policies within local governance structures.

The lack of a *systematic data collection and research system on SSE* limits the analysis and systematic production of knowledge to capitalize on achievements and experiences for the development of public policies for the promotion and development of SSE in the city.

## Subdivisions of the City of Dakar



Source: WikiCommons, [https://commons.wikimedia.org/wiki/File:Dakar\\_communes\\_d%27arrondissement.png](https://commons.wikimedia.org/wiki/File:Dakar_communes_d%27arrondissement.png).

预览已结束，完整报告链接和二维码如下：

[https://www.yunbaogao.cn/report/index/report?reportId=5\\_20620](https://www.yunbaogao.cn/report/index/report?reportId=5_20620)

