



**MINISTÈRE DU DÉVELOPPEMENT  
INDUSTRIEL ET DES PETITES ET  
MOYENNES INDUSTRIES**

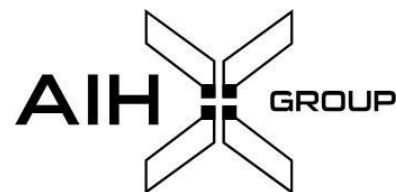


## Workshop Steering Committee: Senegal Automotive Strategy

17 January 2023



2022





*Background*

# SWOT Analysis

Please prioritise and list the Top 5 Strengths, Weaknesses, Opportunities, and Threats

<h2>S</h2> <h3>Strength</h3>	<h2>W</h2> <h3>Weakness</h3>	<h2>O</h2> <h3>Opportunities</h3>	<h2>T</h2> <h3>Threats</h3>
<ul style="list-style-type: none"> <li>Senegal's advantages</li> <li>Things that sets Senegal apart</li> <li>Positive opinions about Senegal</li> <li>Unique resources</li> <li>Unique selling proposition</li> </ul>	<ul style="list-style-type: none"> <li>Things that should improves</li> <li>Things that should be avoided</li> <li>Negative opinions about Senegal</li> <li>Barriers to a developing automotive industry</li> </ul>	<ul style="list-style-type: none"> <li>Global trends in technology, policy, politics &amp; society</li> <li>Industry trends in technology, policy, politics &amp; society</li> <li>Opportunities that could stem from other industries</li> <li>Unexplored niches</li> </ul>	<ul style="list-style-type: none"> <li>Obstacles</li> <li>Competitors</li> <li>Changes in technology, policy, politics and society</li> </ul>

## SWOT ANALYSIS - Strengths

Strengths	Considerations
Human resources and labour availability.	<ul style="list-style-type: none"> <li>• More than 70% of the population is below 30 years of age.</li> <li>• <a href="#">Senegal - The World Factbook (cia.gov)</a></li> </ul>
Geographical position.	<ul style="list-style-type: none"> <li>• Senegal has access to ECOWAS member states, North Africa and Europe.</li> <li>• Reference point for the subregion</li> </ul>
Political stability.	<ul style="list-style-type: none"> <li>• Senegal is considered one of the most stable countries in ECOWAS (Worldbank,</li> <li>• <a href="#">Senegal Overview: Development news, research, data   World Bank</a>)</li> </ul>
Financial and investment incentives.	<ul style="list-style-type: none"> <li>• The Investment Code applies to investments in mainly production, processing, industrial, tourism, agricultural, and complex trade.</li> <li>• The benefits include exemption from customs duties, suspension of VAT payment for three years, CIT limitation, etc.</li> <li>• <a href="#">Senegal - Corporate - Tax credits and incentives (pwc.com)</a></li> </ul>
Good government support	<ul style="list-style-type: none"> <li>• Government actively pursues investment projects outlined in the PSE. PSE reference document.</li> <li>• The PSE has strategic initiatives with national impact on economic activities and infrastructure.</li> </ul>
Available financial resources.	<ul style="list-style-type: none"> <li>• GFI is estimated at 21.15% in 2021.</li> <li>• <a href="#">Senegal - Gross fixed capital formation, private sector (% of GDP) - Country Comparison (indexmundi.com)</a></li> </ul>
Well-established and efficient logistics.	<ul style="list-style-type: none"> <li>• Port of Dakar etc is being developed into port with international standards.</li> <li>• Established logistics infrastructure and government commitment to invest in new infrastructure projects.</li> </ul>
Population aptitude towards learning.	<ul style="list-style-type: none"> <li>• Literacy is estimated at 52% of the entire population.</li> <li>• Good lesson in experience.</li> <li>• Willingness to learn</li> </ul>
Population demographics	Young population and growth of workforce as well as creating a market for vehicles.
Strategy for Special Economic Zones	Site availability in Diamniadio for manufacturing industries.
GDP growth opportunities	<ul style="list-style-type: none"> <li>• Oil and gas discovery as a stimulus for the economy and foreign currency generation</li> <li>• Economic growth opportunities in minerals provides a boost for forex earnings</li> </ul>

## SWOT ANALYSIS

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## SWOT ANALYSIS - Weaknesses

Weaknesses	Considerations
Senegal market for vehicles.	<ul style="list-style-type: none"> <li>Senegal represents a relatively small automotive market with circa 6,000 unit sales per annum.</li> <li>Need access to larger Nort Africa and ECOWAS automotive market.</li> </ul>
Skills and literacy	<ul style="list-style-type: none"> <li>Lack of skills and Quality of the workforce.</li> <li>Total literacy rate of population is below 52%.</li> </ul>
Inefficient industries	Lack of care and maintenance of equipment in manufacturing creates inefficient industries that are less competitive than counterparts.
Access to finance	<ul style="list-style-type: none"> <li>Difficulty in accessing financing.</li> <li>Great attention to microcredit – over emphasis</li> </ul>
Population aptitude to youth	Lack of belief in the strength of the country's youth
Insufficient infrastructure	<ul style="list-style-type: none"> <li>Lack of Energy Stability</li> <li>Technical factors of production (water, energy) are insufficient and high cost.</li> </ul>
Lack of synergy between actors	Insufficient coordination between Government and private sector
Government in-efficiencies	Delay in the implementation of government policies
Lack of training capacity	<ul style="list-style-type: none"> <li>Lack of alignment between training and industry needs.</li> <li>Insufficient funding and training initiatives.</li> <li>Not enough training bodies in research and innovation</li> <li>Inadequate teaching materials</li> <li>Difficult access to training for the informal sector</li> </ul>
Risk averse private sector	Risk adversity of private sector institutions
State commitment on exemption	
Lack of practice	

## SWOT ANALYSIS - Opportunities

Opportunities	Considerations
Natural resources.	Gold, refined petroleum, phosphoric acid, fish, ground nuts are major export commodities. Oil and gas extraction expected to contribute to revenues and exports from 2035.
Political opportunity	<ul style="list-style-type: none"> <li>• Profit from the geopolitical crisis</li> <li>• Using lobbying groups to support change</li> </ul>
PSE – infrastructure development	Existence of new infrastructures (rail port, dry port, industrial park) as part of PSE implementation.
Value chain development in the automotive industry	<ul style="list-style-type: none"> <li>• Formalization of the informal sector in the value chain to create higher value opportunities in automotive sector.</li> <li>• Recycling system layout.</li> <li>• Existence of after-sales services and distribution network. Possibilities of obtaining spare parts</li> <li>• Supporting industries in Senegal to manufacture OEM automotive electronic components in Senegal.</li> <li>• Target industries to add to the automotive sector in auxiliary services, eg logistics.</li> </ul>
ECOWAS membership and geographic location	Integration into ECOWAS/ACFTA/AGOA gives access to larger market for automotive products.
Country brand of the tètanga	Existence of lessons learned
New financing opportunities	<ul style="list-style-type: none"> <li>• Availability of Green Financing to support de-carbonisation of industries and transport.</li> <li>• Start-up and entrepreneurship force for financing</li> </ul>
Employment opportunities	Facilitating foreign-trained young people to return to Senegal and work through new and higher value job opportunities.
Quality in services	Create and formalize service centres to create a culture of quality after sales support.
Continental opening	

## SWOT ANALYSIS - Threats

Threats	Considerations
Competition for resources in Senegal	Competitive industries (balance between import and export). High dependency on imports limits access to foreign exchange.
Training and skills	<ul style="list-style-type: none"> <li>• Quality of training remains to be desired.</li> <li>• Lack of training of mechanics on the technological advancement of cars (rapid innovation of automobiles) such as electronics.</li> <li>•</li> </ul>
Government in-efficiency	<ul style="list-style-type: none"> <li>• Pace of adaptation to change is slow and impacted by COVID-19 pandemic ie is expected to be even slower.</li> <li>• No regulatory legislative framework in the informal sector</li> <li>• Poor implementation of standards – Senegal needs to align with international standards</li> <li>• Opposition from lobbies</li> <li>• Lack of a protection document/policy for the automotive sector</li> </ul>
Funding availability	Access to finance and difficult land ownership.
Natural resources exploitation	Difficulties in developing natural resources
Slow evolution of economic sectors in Senegal	<ul style="list-style-type: none"> <li>• Weakness of the informal sector</li> <li>• Lack of industrial structures</li> </ul>
ECOWAS members	<ul style="list-style-type: none"> <li>• Competition with the rest ECOWAS</li> <li>• Import of vehicles</li> </ul>

## Implementing the Automotive Policy

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### Vision

Develop an automotive production base with strong domestic supply chains for modern, competitive and viable automobile and auto-parts industry by 2035

### Mission and Strategic Objectives

- To establish an integrated and competitive industrial hub and enabling environment for automotive assembly and manufacturing in collaboration with associated state organs, private sector and international OEMs in the domestic, regional and international markets;
- To create new opportunities for employment and demand for skilled and highly skilled labourers and to establish the necessary training at local institutions and training facilities;
- To focus on import replacement of grey vehicles and import of used motor vehicles with suitably structured and phased policy measures;
- To develop the supplier industry in the manufacture of automotive components and aftermarket replacement parts in the region;
- To establish regulations relating to importation policies, tariff regimes, rules of origin, common standards, and customs control measures that are harmonised with member states in the region in support of the local automotive industry;
- To improve vehicle safety and environmental standards that contribute towards the improvement of the quality of the national vehicle fleet and environmental objectives of the Senegalese government.

## Enabling Environment

### Support for Assembly of vehicles and component manufacture

- Special Economic Zones/Automotive Industrial Parks
  - Enabling Infrastructure
  - Port infrastructure
  - Roads infrastructure
  - Reliable electricity supply/renewable energy
  - ICT
- Centralized services e.g. Logistics, incubation and training
- Finance for Industrial Development

## Industry Development

### Industry Development

- Develop component manufacturers
- Exhausts, seats, interior trim, batteries, shock absorbers, tyres, bumpers, harnesses.
- Funding for industrial development.
- Linkages to Mining, Agricultural, Oil and Gas Sectors
- Regional / Continental collaboration
- Export opportunities
- Import Opportunities

## Economic Recovery

### Business Climate Reforms to support automotive industry:

- Large common market 1million units
- Affordability and end user finance
- Retail network and after sales services
- Economic Impact (Job creation/GDP etc.)



## Market Readiness

- Types of vehicles – SUV, 4X4, Sedan etc?
- Automatic or manual transmission?
- Luxury or entry level?
- Low carbon or high carbon
- EV
- Buying patterns and preferences

## Implementation

### Structure and responsibility for Implementation and Monitoring

- Responsibility
- Structure
- Resources
- Timelines, Goals and Objectives
- Skills development

## Policy and Regulation

### Regulation and Enforcement

- Protecting the local automotive industry
- Implementation Agency to drive regulation.
- Harmonized CET: Import duties: used vehicles, new vehicles, local assembled vehicles.
- Prevent smuggling and import of 'grey' vehicles.

### Standards

- Use International Standards e.g. EU
- Harmonised throughout ECOWAS
- Vehicle registration facilities (VIN) – test & certify imported vehicles
- Test/homologation centers

# Implementing the Automotive Policy

## Strategic framework and axis

<b>Vision</b>	Develop an automotive production base in Senegal with strong domestic supply chains for modern, competitive and viable automobile and auto-parts industry by 2035	
<b>Long term results (horizon 2035)</b>	<ul style="list-style-type: none"> <li>o Goal 3 2035</li> </ul> Establish new assembly facilities in Senegal and convert SKD2 facilities to Basic CKD facilities to establish a combined localised vehicle assembly capacity of 40,000 units per annum. At least one basic CKD facility and 3 SKD2 facilities can be established in Senegal. Increase local content of local component manufacturers to achieve 40% local content in Senegalese assembled vehicles. Identify and attract Tier 1 and Tier 2 suppliers of automotive components and establish joint venture agreements with them to establish production and sub-assembly facilities in the region.	
<b>Intermediate results (horizon 2030)</b>	<ul style="list-style-type: none"> <li>o Goal 1 2028</li> </ul> Within the next five years, increase the local SKD1 assembled vehicle production in the Senegal to 20 000 units per annum. Identify 2 or 3 key components that can be localised for manufacture within the region. These manufacturers can supply non-critical OEM approved components under licence agreements with the international owners of the component designs. Establish automotive industrial parks	<ul style="list-style-type: none"> <li>o Goal 2 2030</li> </ul> Establish new vehicle assembly capacity in the region and convert existing facilities to SKD2 by establishing centralised communal paint shops within the Automotive Industrial Parks to be established. In order to attract OEMs for local vehicle assembly, it is proposed that the Automotive Industry Development programme include the establishment of centralised paint shops and shared logistic and training facilities. The SKD2 facilities should have a minimum capacity to assemble between 5,000 and 10,000 units per annum. Target output at the end of 2030 should be 30,000 units locally assembled in Senegal from at least 3 SKD2 assembly facilities. Target up to 5 component manufacturers to set up sub-assembly and/or production facilities in Senegal in joint venture relationship with local companies.

# Implementing the Automotive Policy Objective 1

## Strategic framework and axis

### Strategic Objective

- To establish an integrated and competitive industrial hub and enabling environment for automotive assembly and manufacturing in collaboration with associated state organs, private sector and international OEMs in the domestic, regional and international markets;

Specific Objectives / Programmes	Action lines /activities
Foreign Trade Zones, Free Ports and Trade Facilitation	<p>The Senegalese SEZ strategy and policy is core element of the automotive strategy and development:</p> <ul style="list-style-type: none"> <li>- xxx Develop a SEZ auto policy framework and incentives support for Senegal</li> <li>- xxx Develop an Investment Promotion Plan</li> <li>- xxx Major OEMs and component manufacturers as anchor tenants</li> <li>- xxx Market SEZ strategy to international DFIs and local commercial financial institutions</li> <li>- xxx</li> </ul>
ECOWAS initiatives in automotive policy development	<p>Senegal ministry of Trade and Industry to participate in ECOWAS initiatives and align Senegalese policies with ECOWAS initiatives, notably:</p> <ul style="list-style-type: none"> <li>- xxx Establishing a Common External Tariff as it related to the automoytive industry</li> <li>- xxx Establishing a common Trade Liberalisation Scheme</li> </ul> <p>In addition to the above, the Senegal Automotive Policy workgroup should engage with ECOWAS initiatives for the regional automoytive industry, and in particular ensure alignment with the following:</p> <ul style="list-style-type: none"> <li>- xxx Automotive standards development - developing harmonised standards for vehicles for the entire region including safety standards and environmental policies and regulations involving vehicles manufactured and traded in the region.</li> <li>- xxx Developing tariffs and tariff/duty protection for local manufactured vehicles to ensure that local manufactured vehicles comply with regional policies and trade regulations.</li> <li>- xxx</li> </ul>
AfCFTA	<p>AfCFTA aims to eliminate trade barriers inhibiting inter-African trade. Senegal is co-signatory of the AfCFTA and in terms of its automotive policy development the Senegalese development of an automotive policy needs to ensure alignment with the trade and tariff policies that will emerge from negotiations between African member states.</p> <ul style="list-style-type: none"> <li>- xxx Senegal Automotive Policy workgroup to assign an individual from the team to monitor and engage AfCFTA officials in the Senegalese government.</li> <li>- xxx Submit broad automotive policy guidelines to the Senegalese representatives tio ensure that there is no conflict with other policies.</li> </ul>
National Automotive Council (NAC)	<ul style="list-style-type: none"> <li>- xxx Establish a National Autiomotive Council whicj should comprise of automotive companies (OEMs) with assembly facilities in Senegal, government officials from the department of trade and industry, representatives of automotive industry associations in the retail and after sales industry in Senegal.</li> </ul>

## Implementing the Automotive Policy Objective 2

<b>Strategic Objective</b>	To create new opportunities for employment and demand for skilled and highly skilled labourers and to establish the necessary training at local institutions and training facilities	
<b>Specific Objectives / Programmes</b>	<b>Specific Objectives / Programmes</b>	<b>Action lines /activities</b>
	Skills development capacity and institutions.	Establish a centre of excellence for automotive skills development in manufacturing skills, after sales support skills, maintenance and selected component manufacturing. Identify skills requirement based on interest from OEM's and Tier 2 and Tier 3 component manufacturers. Develop suitable training courses at selected institutions.
	Automotive industry collaboration with institutions	Engage multinational OEMs to participate in skills development by underwriting and accrediting training courses and certification of technicians and manufacturing personnel required for certain assembly and manufacturing skills.
	International collaboration for training	Engage international trade and development agencies with an interest in skills development in Senegal. Ie UNCTAD and UNIDO - such as the Academy of Commercial Vehicles and Heavy Engines (AGEVEC) in Senegal.
	Establish National Automotive Council (NAC) training workgroup	Establish a working group in the NAC that will ensure collaboration with universities, technical institutions and learning institutions . Develop a list of training requirements as identified in the above activities. Engage the institutions to determine their current skills training capacities and capabilities. Determine the gap (if any) and develop plans to acquire the necessary resources to close the gap.

# Implementing the Automotive Policy Objective 3

**CADRAGE STRATÉGIQUE ET PROGRAMMATIQUE PAR AXE STRATÉGIQUE**

<b>Strategic Objective</b>	<ul style="list-style-type: none"> <li>To focus on import replacement of grey vehicles and import of used motor vehicles with suitably structured and phased policy measures;</li> </ul>	
<b>Specific Objectives / Programmes</b>	<b>Specific Objectives / Programmes</b>	<b>Action lines /activities</b>
	Implement a total ban on importation of used fully built units of commercial vehicles, and a phased-out plan on importation of used FBU passenger vehicles	Towards this, the age limit of imported passenger vehicles will be progressively raised, to expand the market for locally assembled vehicles, and importation of newer FBUs, for vehicles with engine capacity exceeding 1500cc. This could be implemented by limiting imported used vehicles: <ul style="list-style-type: none"> <li>i. 8-year to 5 years in 2025;</li> <li>ii. from 5 years to 3 years in 2028 and;</li> <li>iii. from 3 years to zero in 2035</li> </ul>
	Harmonisation of standards	

# Implementing the Automotive Policy Objective 4

## CADRAGE STRATÉGIQUE ET PROGRAMMATIQUE PAR AXE STRATÉGIQUE

<b>Strategic Objective</b>	<ul style="list-style-type: none"> <li>To provide market access to Senegalese automotive manufacturers and assemblers</li> </ul>	
<b>Specific Objectives / Programmes</b>	<b>Specific Objectives / Programmes</b>	<b>Action lines / activities</b>
	Government procurement programme	Establish a local procurement programme. Government departments and state owned enterprises as well as municipalities and local authorities are required to procure local manufactured vehicles and components as part of a preferential procurement programme.
	Harmonisation of standards	Negotiate with ECOWAS to harmonise rules of origin and elimination of Non-tariff barriers within the region trading blocs, as well as bilateral and multi-lateral trade agreements to facilitate growth and development of the automotive industry. Provide access to ECOWAS markets.
	Improve accessibility to new and safe motor vehicles through the introduction of support measures	<ul style="list-style-type: none"> <li>i. The government supports and works with the relevant stakeholders to develop vehicle purchase schemes to enable individuals and companies to purchase new locally assembled vehicles;</li> <li>ii. The Government supports a progressive leasing policy for the public sector to expand access to new vehicles made in Senegal;</li> <li>iii. Development of a vehicle scrapping policy that will among others, grant scrapping rebates to individuals and companies to replace aged vehicles, particularly PSVs with locally assembled new vehicles. In addition, it will establish mechanisms for collection of end-of-life vehicles to facilitate recycling, reuse and remanufacturing;</li> <li>iv. Encourage development of standards for after sales service for training in after sales service, maintenance and repair, including accreditation and licensing of garages and service providers. This will enhance professionalism, safety and compliance to emission standards and reduction in the costs of operations.</li> </ul>

# Implementing the Automotive Policy Objective 5

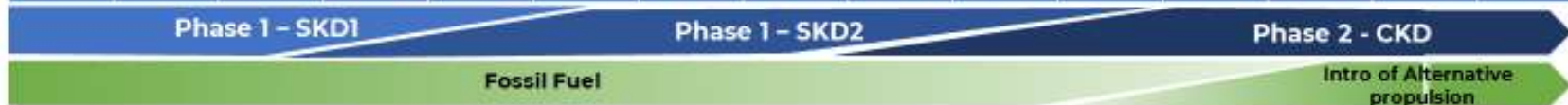
## CADRAGE STRATÉGIQUE ET PROGRAMMATIQUE PAR AXE STRATÉGIQUE

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<b>Strategic Objective</b>	Attract investment to Senegal Automotive industry												
<b>Specific Objectives / Programmes</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 35%; background-color: #e8f5e9;">Specific Objectives / Programmes</th> <th style="background-color: #ffe0b2;">Action lines /activities</th> </tr> </thead> <tbody> <tr> <td style="background-color: #ffe0b2;">Develop an Incentive Scheme for investments and re-investment</td> <td style="background-color: #ffe0b2;">                     a. Establish a Fiscal incentive on local content to enable investors to utilize more local content in their assembly lines thus growing the local content component in their manufactures. In so doing the capacity for component manufacturing will be enhanced;                      b. Introduce a production incentives to encourage local value addition, local content development and promotion of SMMEs.                 </td> </tr> <tr> <td style="background-color: #fff9c4;">Modify the industrial policy</td> <td style="background-color: #fff9c4;">                     The government through its various government departments need to include:                     <ul style="list-style-type: none"> <li>Local manufacturing incentives;</li> <li>Import replacement policy; and</li> <li>Locally assembled vehicles supported by government – local content requirements.</li> </ul> </td> </tr> <tr> <td style="background-color: #bbdefb;">Introduce measures in fiscal policy to protect the local automotive industry.</td> <td style="background-color: #bbdefb;">                     Develop and introduce fiscal policy measures:                     <ul style="list-style-type: none"> <li>Focus on duty regimes and fiscal income through duties and levies;</li> <li>Tariff protection;</li> <li>Common tariff adopted in all countries;</li> <li>Government procurement; and</li> <li>Conserve forex for infrastructure development</li> </ul> </td> </tr> <tr> <td style="background-color: #9e9e9e;"></td> <td style="background-color: #9e9e9e;"></td> </tr> <tr> <td style="background-color: #8d6e14;"></td> <td style="background-color: #8d6e14;"></td> </tr> </tbody> </table>	Specific Objectives / Programmes	Action lines /activities	Develop an Incentive Scheme for investments and re-investment	a. Establish a Fiscal incentive on local content to enable investors to utilize more local content in their assembly lines thus growing the local content component in their manufactures. In so doing the capacity for component manufacturing will be enhanced; b. Introduce a production incentives to encourage local value addition, local content development and promotion of SMMEs.	Modify the industrial policy	The government through its various government departments need to include: <ul style="list-style-type: none"> <li>Local manufacturing incentives;</li> <li>Import replacement policy; and</li> <li>Locally assembled vehicles supported by government – local content requirements.</li> </ul>	Introduce measures in fiscal policy to protect the local automotive industry.	Develop and introduce fiscal policy measures: <ul style="list-style-type: none"> <li>Focus on duty regimes and fiscal income through duties and levies;</li> <li>Tariff protection;</li> <li>Common tariff adopted in all countries;</li> <li>Government procurement; and</li> <li>Conserve forex for infrastructure development</li> </ul>				
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2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	- 2040
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- Goal 1 - 2028**
- SKD1 production: up to **10k** units per annum
  - New & revitalize existing facilities and dealers
  - Establish Automotive Industrial Parks
  - Include - 3-wheelers and motorbikes
  - SKD targeted incentives
  - Identify **3 key components** manufacturers
  - Aftermarket components

- Goal 2 - 2030**
- SKD1 to SKD2
  - **30k** units per annum
  - 3 SKD2 plants in Senegal each with 10 000 units per annum capacity
  - Expanded incentive programme for OEMs and Tiered suppliers of components.
  - Target up to **5 components suppliers**
  - Aftermarket expanded to OEMs

- Goal 3 - 2035**
- **Up to 40k** units per annum
  - Up to 3 SKD2 plants in Senegal
  - Multinational OEMs and Contract Assemblers
  - Convert 1 SKD plants to CKD, assembling 25 000 units.
  - Conform to international emission and safety standards
  - Attract up to **10 components suppliers**
  - Component export

- **60k** units per annum
- Up to 3 CKD plants in Senegal
- Combination of SKD & CKD
- Including minibus, bus, truck, SUV & agri.



**Auto Industry Development Support**

Infrastructure	Economic Growth	ECOWAS Market 1million vehicles	Government Policy & Monitoring	Affordability, Financing & Mobility	Standardization	Skills development & Training
<ul style="list-style-type: none"> <li>• Electricity transport and logistics</li> <li>• Automotive hubs and parks</li> </ul>	<ul style="list-style-type: none"> <li>• Import replacement, Agro Processing, Mineral beneficiation, Diversification Service's, ICT etc. Integrated CEF.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand Senegal target market to ECOWAS</li> <li>• Clamp down on smuggling and grey imports</li> </ul>	<ul style="list-style-type: none"> <li>• CET and common duties in ECOWAS members</li> <li>• Clamp down on corruption</li> <li>• AfCFTA</li> </ul>	<ul style="list-style-type: none"> <li>• Consumer support</li> <li>• End user finance</li> <li>• Shared ownership</li> <li>• Mobility Solutions</li> <li>• Asset protection legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Automotive standards</li> <li>• European Standards</li> <li>• OEM Standards</li> <li>• Certification</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance, Repairs, Aftersales</li> <li>• Testing</li> <li>• Assembly skills</li> <li>• Colleges and universities</li> <li>• R&amp;D</li> </ul>



*Closing*