Programme of Work and Budget (PWB) 2015-2016
of the Sahel and West Africa Club Secretariat

TABLE OF CONTENTS

NOTE BY THE SECRETARIAT ................................................................................................................. 3

STRATEGIC FRAMEWORK ...................................................................................................................... 4
   SWAC’s mission, aims and values ........................................................................................................ 4
   The policy context ................................................................................................................................. 5
   The OECD ............................................................................................................................................. 6
   From one Programme of Work and Budget to the next ................................................................. 7

OUTPUT RESULT 1: REGIONAL GOVERNANCE OF FOOD AND NUTRITIONAL SECURITY
   (FNS) ..................................................................................................................................................... 8
   1.1. Strengthen the Food Crisis Prevention Network (RPCA) .............................................................. 9
   1.2. Support the Global Alliance for Resilience (AGIR) Sahel and West Africa ................................ 10
   1.3 Promote innovative approaches and instruments for food and nutritional security .............. 10

OUTPUT RESULT 2: WEST AFRICAN FUTURES: ENHANCE THE EFFECTIVENESS OF CROSS-
   BORDER CO-OPERATION ............................................................................................................... 15
   2.1. Enhance the effectiveness of cross-border co-operation ............................................................... 16

OUTPUT RESULT 3: ADVOCACY AND COMMUNICATION ............................................................ 18
   3.1. Support regional policy dialogue .................................................................................................. 19
   3.2. Promote the regional approach to West African challenges ...................................................... 19

BUDGET AND RESOURCES ................................................................................................................... 21
   Resources ............................................................................................................................................. 23
Note by the Secretariat

This document is an updated draft of the Programme of Work and Budget (PWB) of the Sahel and West Africa Club (SWAC) for 2015-16, circulated for final approval by Members by written procedure on 3 November 2014. Following an endorsement of the proposed activities at the SWAC Strategy and Policy Group (SPG) meeting on 17 June, in Paris, this version takes into account comments made in June and the finalisation of the 2015-16 financing plan.

The timeline of the preparation of the 2015-16 PWB throughout 2014 is as follows:

1. 16 April: Consultation meeting with West African regional organisations based on draft 0 of the PWB.
2. Mid-May: Draft 1 distributed to all Members.
3. Mid-May / mid-June: First feedback on draft PWB from Members via telephone or e-mail, in preparation of the 17 June SPG meeting.
4. 17 June: Discussion and endorsement of the proposed activities by Members at SPG meeting in Paris (summary record: SWAC/GOP/M(2014)1).
1. 15 September: Deadline for confirmation of any increases in annual base contribution.
2. September-October: The PWB finalised by the Secretariat.
3. October: The PWB is circulated for approval by Members.
4. 30 October: The PWB submitted for presentation to the Organisation for Economic Co-operation and Development (OECD) Budget Committee for subsequent referral to the OECD Council for formal approval.
Strategic framework

This 2015–16 PWB is consistent with the Secretariat’s efforts to deliver an effective response to SWAC’s mission, aims and values. It factors in the international environment and leverages the Secretariat’s position within the OECD. Finally, it capitalises upon the achievements of the 2013–14 PWB.

SWAC’s mission, aims and values

Since its creation in 1976, SWAC has for nearly forty years brought West African regional organisations and their partners together to pursue a common interest: regional action and co-operation.

Enhanced by population growth and the expansion of urban centres, the characteristics of the Sahelian and West African region present challenges that are more relevant and important than ever before. Food and nutritional security, the preservation of the environment and natural resources, the fight against all forms of instability and threats, economic competitiveness, energy – these issues are best tackled on a regional level.

The need for regional co-operation is the raison d’être of SWAC, which is the sole international platform whose mission is to enhance the effectiveness of policies in this region. This mission also encompasses the strategies and policies of development partners that support these policies, and is based on the belief that effective policies need to be negotiated with citizen movements (professional and civil society).

Over 70 stakeholders participate in SWAC platforms to achieve these goals: Members including West African regional organisations, the region’s governments, networks and agricultural trade associations from Sahelian and West African civil society and the private sector, numerous organisations belonging to the United Nations (UN) system, development banks, non-member countries, international NGOs, several bodies of the European Union (EU) and the African Union (AU) – and many others.

Work carried out by the SWAC focusses on two key objectives that promote policy effectiveness: co-ordination and adaptation. With regard to food and nutritional security, co-ordination efforts have resulted in a permanent network dialogue, providing the region and its partners with shared tools. Adapting policies to a rapidly changing regional context – both regionally and internationally – is another ever-present necessity. The changes involved in this process may be structural, such as demographic growth and urbanisation, with the associated economic, political and social consequences. They may also be conjunctural, such as instability of food prices on the world market, the spread of terrorism and trafficking, etc. The “West African Futures” programme addresses the need to monitor and respond to these changes. In 2013–14, the programme has focused on conducting an analysis of the Sahara-Sahelian areas with a focus on the challenges facing them on the West Africa–Maghreb macro-regional scale.

The uniqueness of SWAC’s contributions can be found in the convergence of three values – coinciding with SWAC working methods – that have been shaping SWAC’s action for decades:
- **Dialogue:** Because SWAC is informal, it is able to spark discussions amongst a wide diversity of stakeholders.
- **Objectivity:** SWAC’s analyses are independent and factual.
- **Audacity:** Because it is not constrained by short-term political deadlines and because it is an informal platform, SWAC can challenge preconceived ideas, promote unconventional approaches and make the most of innovations and innovators.

---

**The policy context**

The 2015-16 PWB coincides with a period of intense examination and transformation of the international development landscape. The year 2015 is the deadline for the Millennium Development Goals (MDGs), including the assessment of their impact and the formulation of new global objectives. This international
debate is set within the context of an intensified shifting of wealth to emerging countries and regions. The concept of Aid is being replaced with that of Co-operation. Global interdependences and the notion of global public goods are also expanding our perception of development challenges.

These principles also underlie the AU’s Agenda 2063, which is expected to shape the policy dialogue regarding the continent’s development for the next fifty years. This agenda relies heavily on Regional Economic Communities (RECs), thus reiterating the vision of a Union comprised of the continent’s five regions; it was this same vision that led to the AU’s creation in 2001 (replacing the Organisation of African Unity). Today more than ever, consolidating Africa’s various regions is at the heart of all future development challenges. Regions that are more fluid and mutually supportive will enable Africa to more successfully seize the opportunities identified by Agenda 2063; namely, economic growth, stability, labour market and capital investments.

Africa, and in particular its intertropical section, is still the world’s last vast underdeveloped area. Persistent food vulnerability has prompted technical and financial partners to pay special attention to resilience. As a direct result of this focus, 2011 and 2012 saw the creation of the Supporting the Horn of Africa’s Resilience (SHARE) initiative and the Global Alliance for Resilience – AGIR Sahel and West Africa initiative (the latter with the strong participation of the SWAC Secretariat).

In addition, of the 51 most fragile states worldwide identified by the International Network on Conflict and Fragility (INCAF/OECD) in 2014, 29 are in Africa (and 12 of these are in West Africa). African economic and political instability and conflict are core issues to be addressed by the global security and development agenda. The case of the Sahel1 is special for the international community, in that the prevailing instability, exacerbated by international networks of organised crime and terrorism, also poses a threat to developed countries.

West Africa is therefore high on the list of international strategic concerns. Its regional organisations have very substantial challenges to meet. Long-term solutions to eradicate chronic malnutrition and stabilise the Sahara-Sahelian areas require the deployment of regional strategies. While the need is stated explicitly in AGIR, as with many “Sahel strategies”, turning proposed solutions into reality is challenging for two main reasons. First, co-operation agencies and West African governments encounter a number of difficulties – technical, political, legal and financial – when implementing regional programmes. Secondly, co-ordination problems exist given the growing number of initiatives built on different concepts.

In both cases, the application of the Busan principles is the solution. From this standpoint, AGIR is an interesting test of international co-operation, yet much remains to be done. In particular, innovation regarding the methodologies of regional co-operation needs to be encouraged. West Africa must also pursue leadership efforts, insofar as strong leadership, based on clear strategies, is a prerequisite for alignment, co-ordination, transparency and accountability.

The OECD

The SWAC Secretariat is hosted by the OECD, whose mission is “to promote policies that will improve the economic and social well-being of people around the world”, and whose values (being objective, open, bold, pioneering and ethical) coincide perfectly with those of the SWAC.2

The SWAC Secretariat is a special entity of the OECD and seeks to apply its rigorous working and management methods. This arrangement was confirmed by SWAC Members in 2010 at the occasion of the restructuration of SWAC, in particular based on how the SWAC is able to reach global fora and make the

---

1 Including North Africa and northern Nigeria; the term Sahel is now associated with a geography of instability that far exceeds its generally accepted natural limitations.
2 www.oecd.org: About the OECD.
The voice of West Africa heard through the OECD. Recently, for example, this has been reflected in the following results:

- Through the OECD, the West African regional strategy for food security reserves was endorsed as a food security pilot project (see section 1.1) by the G20 in 2011, with backing from the French G20 presidency. The SWAC Secretariat facilitated contact between West African leaders and the G20 Secretariat, and provided methodological input to the project concept.
- Greater visibility of the Food Crisis Prevention Network at its restricted session meetings in April of every year at OECD headquarters (see section 1.1).
- The SWAC Secretariat’s regular contributions in the realm of food security to preparations for G20 meetings (work piloted by the OECD and the Food and Agriculture Organisation of the United Nations, FAO), bringing attention to West Africa’s concerns.
- An informal seminar on Effective co-operation in the Sahara-Sahel – how to tackle regional security challenges? on 16 June 2014, co-organised with the Secretariat of the Development Assistance Committee (DAC) of the OECD. The seminar built on the complementarity between SWAC and the DAC, with the SWAC providing insights and experience from the region to inform policy dialogue on global guidelines proposed by the DAC. Moreover, SWAC provides an informal and deft sounding board for issues such as security and development, that complement the more formal and structured forum of the DAC.
- Generally, the Secretariat’s inputs to relations between the OECD and West Africa.

The OECD has implemented as Development Strategy, approved by the Ministerial Council Meeting (MCM) in May 2012 and is considering, in the medium-term, developing regional programmes in Africa, the objective of which would be to adapt certain OECD tools for application in African countries. As part of the OECD Development Cluster, the SWAC Secretariat is taking part in these deliberations. In addition, OECD work in the areas of development, agriculture, assistance and investment is – increasingly – tied to West African concerns and incorporated into debates on the SWAC platform.

**From one Programme of Work and Budget to the next**

The proposed 2015–16 PWB includes building on the achievements of 2013–14 and launching new projects made necessary by changing circumstances and the concerns of SWAC Members.

As in 2013–14, the 2015–16 PWB is structured along two major areas of work in line with the SWAC mission and objectives, as described above:

1. The first area, devoted to the governance of food and nutritional security, is **permanent**. It has been a paramount concern of SWAC since its creation in 1976. The aim is to enhance regional governance of food security.
2. The second area, which is a cycle of reflection on West African Futures, is **recurrent** insofar as the theme of the reflection changes every two years.

Both of these areas of work are supported by a cross-cutting function dedicated to advocacy and communication.
Output Result 1: Regional governance of food and nutritional security (FNS)

Drawing on its substantive experience in network-building, in leading consultative processes around shared tools for assessment and action, and in harnessing of synergy and co-ordination, SWAC’s work is focused on the goal of “Zero Hunger” by 2032.

The Food Crisis Prevention Network

The Food Crisis Prevention Network (RPCA) is an international consultation and co-ordination platform that draws on the political leadership of the ECOWAS and UEMOA Commissions. Its technical management is co-ordinated by CILSS, with the support of the SWAC Secretariat. Created in 1984, the work of the RPCA is based on consultation, dialogue and analysis. It reinforces the coherence and effectiveness of interventions through the implementation of the Charter for Food Crisis Prevention and Management. The Network brings together the three West African regional organisations (ECOWAS, UEMOA and CILSS), regional and international information systems, bilateral and multilateral co-operation agencies, humanitarian organisations and international NGOs, as well as agricultural professional associations, the private sector and civil society. The actions of the Network are carried out within the framework of the Regional System for the Prevention and Management of Food Crises (PREGEC). The Joint Position on the food and nutritional situation is published by the Network stakeholders at the end of each meeting and proposes actions to be undertaken in response to possible food and nutritional crises. It also proposes medium- and long-term actions to improve food security in a sustainable manner.

www.food-security.net

Despite remarkable agricultural development over the past three decades, the region is still faced with crises and chronic food and nutritional insecurity. The challenges extend beyond the link between food production and demand. While ecological vulnerability (aridification, climate shocks and other environmental disasters) remains a major concern, the market has become the primary source of foodstuff supplies. Poverty decreases the capacity of the most vulnerable segments of the population to access food and basic social services.

⇒ Since the mid-1980s, the SWAC Secretariat has played a key role in managing the Food Crisis Prevention Network (RPCA) in collaboration with CILSS. Negotiations for the Charter for Food Crisis Prevention and Management (PREGEC Charter) were carried out within the framework of the Network. The Charter was adopted in 2011, following the revision of the 1990 Food Aid Charter. The Harmonised Framework (HF) is an instrument that has grown from the Charter and is used for evaluating the food and nutritional situation as well as for formulating assessments and making consensual projections. The Network also supports the regional food storage strategy, the principles of which form an integral part of the Charter. After encouraging the G20 to lend policy support to West Africa’s goal of establishing a regional food security reserve, the SWAC Secretariat assisted with the project formulation process, contributing to the task force and the feasibility study. USD 24 million in funding was cleared by ECOWAS for the regional reserve; negotiations are currently underway for an additional contribution by the EU.

The ECOWAS and UEMOA Commissions have co-steered the Network for the past five years, turning the RPCA into a key dialogue forum for assisting decision-makers. When the food and nutritional situation requires, West African ministerial meetings rely on the Network’s recommendations to design policy and financial response decisions. Recently, the organisations belonging to the UN system agreed to align their calls for humanitarian assistance for the region with the Network’s outcomes.

⇒ The SWAC Secretariat supports the Global Alliance for Resilience - AGIR Sahel and West Africa within the framework of the RPCA. The increased credibility of the RPCA has enabled it to expand its capacity to support regional and international initiatives. Since 2012, the RPCA has hosted the Global Alliance for Resilience - AGIR Sahel and West Africa, the idea for which was born out of international consultations in Brussels on 18 June 2012, by invitation of the EU. Officially launched in December 2012 in Ouagadougou, the Alliance’s objective is to “structurally and sustainably reduce food and nutritional vulnerability by supporting the implementation of Sahelian and West African policies”. Under the political
and technical auspices of ECOWAS, UEMOA and CILSS, the Alliance is based on meeting the objective of “Zero Hunger” within 20 years. It brings together all international stakeholders (EU, UN institutions, development banks, NGOs, bilateral co-operation arrangements, etc.) within a common results framework (the Regional Roadmap was adopted in April 2013). Eighteen months after the launch of the Alliance, many countries have embarked on a dialogue process to identify their resilience priorities.

⇒ Negotiations regarding the Charter for Food Crisis Prevention and Management that took place between 2007 and 2011 highlighted the need for all stakeholders to regularly tailor their visions, strategies and instruments to the rapidly changing food and nutritional security situation. This concern was also underscored in the discussions that followed the publication “Settlement, Market and Food Security” (2012) in its West African Studies series. It has become relevant to bolster the capacity of the Secretariat to provide the Network and other fora with input on topics receiving little or no attention, such as crisis prevention, anticipation and management. Potential areas of work are numerous and involve several sectors and emerging themes.

1.1. Strengthen the Food Crisis Prevention Network (RPCA)

The Secretariat will continue working with CILSS to co-steer and strengthen the RPCA with the purpose of enhancing its impact on policy and operational decisions through the following actions:

a) **Facilitating dialogue and the co-ordination** of the food and nutritional security situation and outlook via two annual meetings (April and December). The SWAC Secretariat will ensure that the roles and contributions of agricultural trade organisations and civil society are bolstered.

b) **Connecting the Network with the decision-making centres** of regional organisations, governments, trade and civil society organisations, technical and financial partners: analytical study including recommendations: holding discussions.

c) **Performing external evaluations of the Charter**: In 2015, a high-level West Africa/international community meeting (including DAC/OECD Members and non-Members) will be held in conjunction with the first external evaluation of the Charter for Food Crisis Prevention and Management that was carried out in 2014. In 2016, a second external evaluation will be conducted. In addition, the following actions will be performed:

- **Thematic studies** to boost the impact of the Charter on a regional level. These would include, for example, a study on mechanisms for questioning all stakeholders regarding the Charter’s application, a study assessing and making proposals to streamline frameworks and mechanisms for consultation and dialogue about food security on the regional level, studies on the cost effectiveness of initiatives.
- Technical support will be provided to trade and civil society for the facilitation of independent mechanisms for the accountability of states, regional organisations and technical and financial partners.

d) In response to the request of RPCA members, **facilitating the establishment of a permanent system for monitoring and evaluation, and capitalising on the responses** to food and nutritional crises to strengthen the effectiveness of crisis prevention and management operations and policies. This will help bolster the scope of the RPCA from a focus on humanitarian and crisis relief to a more comprehensive one.

e) Actively supporting the work of the **regional food reserve Task Force**.

f) Lastly, the Secretariat will complete these activities with **communication efforts**.
1.2. Support the Global Alliance for Resilience (AGIR) Sahel and West Africa

The Secretariat will provide support for AGIR implementation within the framework of the RPCA in close collaboration with the Technical Cell (CT-AGIR), through the following activities:

a) **Facilitating dialogue** via the two annual meetings of the Alliance’s Senior Experts’ Group. The Secretariat will also continue to participate in consultations and meetings of the co-ordination platform of the Alliance’s technical and financial partners and will interface between the region and the technical and financial partners. This work will be supported by an identification of synergies and complementarities of resilience initiatives in the region.

b) **Supporting the process of formulating “National Resilience Priorities”** (NRP-AGIR). The Secretariat will continue to assist the Technical Cell and the regional organisations (ECOWAS, UEMOA, CILSS) that manage it. It will inter alia help resolve methodological and organisational constraints encountered in certain countries, analyse the progress of the various national processes, brief the co-ordination platform of the technical and financial partners, contribute to an adequate monitoring of AGIR and its impact in the region, while supporting a decentralised implementation of the AGIR Roadmap.

c) Carrying out a deliberative process on **including resilience indicators in the Harmonised Framework in response to the RPCA recommendation of November 2013**. The aim here is to endow the region with a more comprehensive instrument, which is vital to implementation of AGIR and, more broadly, of policies and strategies in the realm of resilience. As decided by the RPCA in 2013, the process will be based on existing work by all partners, including the FAO RIMA. In line with RPCA working methods, the final modifications to the Framework will be the result of a consensual agreement among all network members.

d) Pursuing **the Alliance’s communication, advocacy and promotion efforts** through a dedicated Web page, communication tools, media communication, contributions at international fora and contributions to the “food security” component of the OECD’s Development Strategy.

1.3 Promote innovative approaches and instruments for food and nutritional security

The SWAC Secretariat, in close collaboration with the RPCA and associated stakeholders, will carry out independent analysis and assessments of innovative approaches and instruments for improved food and nutritional security. It will in particular focus on emerging issues and structural transformations in this area. The workstream will demonstrate direct operational policy relevance by focusing on policy implications, outlining opportunities for improving policy design and tools, as well as identifying existing constraints and possible responses to integrate emerging issues in policy design. This work will largely source from and involve regional and international expertise, research centres and other institutions. A SWAC Forum will be dedicated to the discussion and dissemination of the results of this activity.

Based on the results of the Secretariat’s work on “Settlement, markets and food security” an initial list of subjects could include: decentralisation and food security; rural and urban employment; urbanisation and connectivity; the role of rural areas in structural transformation; territorial planning and local development; economic and fiscal policies for agricultural businesses. These topics have been highlighted as crucial and often absent from current food and nutritional policies.

In order to ensure impact in terms of policy relevance and follow-up work, the Secretariat will closely involve the RPCA and associated stakeholders, as well as other institutions (NEPAD, AfDB) in the
scoping phase of each activity. Attention will also be paid to create synergies with on-going initiatives focusing on agricultural and structural transformations.

a) *Analyses and syntheses, promoting innovative approaches for improved policy design and instruments for food and nutritional security.*

b) *Policy dialogue* based on the results and recommendations of the analyses, in conjunction with the SWAC Forum, RPCA meetings and other international fora.
Output Result 1: Regional governance of food and nutritional security (FNS)

<table>
<thead>
<tr>
<th>Expected Output Results</th>
<th>Expected outcomes</th>
<th>Expected effects</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Intermediate Output 1.1.: Strengthen the Food Crisis Prevention Network (RPCA)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Facilitation of dialogue and co-ordination of the food and nutritional security situation and outlook</td>
<td>a) Two meetings per year co-hosted and conducted by CILSS, including one in conjunction with Sahel and West Africa Week; consensus of stakeholders set forth and disseminated via communiqués and recommendations; participation and active contributions by civil society</td>
<td>• Greater understanding by policy makers and key stakeholders of the regional implications of food and nutritional security issues</td>
</tr>
<tr>
<td></td>
<td>b) Study and dialogue on mechanisms and tools for strengthening the connection between the Network and decision-making centres; approval of recommendations by stakeholders</td>
<td>• Application by governments and policy makers in African States of the “Charter for Food Crisis Prevention and Management” as a tool to promote mutual responsibility amongst stakeholders and better manage and prevent food crises</td>
</tr>
<tr>
<td>b) Reflection on strengthening the connection between the Network and decision-making centres</td>
<td></td>
<td>• Better co-ordination, more synergies in regional FNS initiatives; Increase in collective capacities to prevent and manage crises</td>
</tr>
<tr>
<td></td>
<td>c) Evaluations of the PREGEC Charter: i) 2014 Evaluation: finalisation and political dialogue of the recommendations between the Region and the International Community; ii) 2016 Evaluation; iii) Thematic studies that boost impact of the Charter iv) Support of civil society for citizen monitoring of the Charter’s implementation</td>
<td>• More decisions taken on the basis of RPCA recommendations</td>
</tr>
<tr>
<td></td>
<td>d) Permanent system for monitoring and evaluation, and capitalising on the responses</td>
<td>• Better capacity of civil society organisations to carry out monitoring of the application of the Charter</td>
</tr>
<tr>
<td></td>
<td>e) Continued support for the regional strategy of food security stocks</td>
<td>• Enhanced mutual responsibility between the Region and the International Community for adherence to the principles of the Charter and greater policy effectiveness</td>
</tr>
<tr>
<td></td>
<td>f) Communication</td>
<td>• Greater effectiveness of joint action</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expected Output Results</td>
<td>Expected outcomes</td>
<td>Expected effects</td>
</tr>
<tr>
<td>-------------------------</td>
<td>------------------</td>
<td>------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Partnerships:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SWAC Members</td>
</tr>
<tr>
<td></td>
<td></td>
<td>RPCA Members</td>
</tr>
<tr>
<td></td>
<td></td>
<td>AGIR Stakeholders</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Research centres and universities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Networks of civil society and private sector organisations</td>
</tr>
</tbody>
</table>

**Intermediate Output 1.2.: Support the Global Alliance for Resilience (AGIR) Sahel and West Africa**

- **Facilitation of dialogue**
  - a) Two annual meetings of the Senior Experts’ Group SEG AGIR in conjunction with the two annual RPCA meetings; political consensus on changes to the Alliance and its outlook; consensus on support to be provided to stakeholder countries and set forth in a communiqué
  - b) Actions to strengthen the capacities of the AGIR TC; at least 80% of participating countries have adopted NRPs
  - c) i) Meetings of the SEG; ii) inclusion of resilience indicators approved by stakeholders
  - d) Summaries and communication materials produced and disseminated; web site updated; lobbying missions.

- **Support for the process of formulating “National Resilience Priorities”**
  - a) Facilitation of dialogue
  - b) Support for the process of formulating “National Resilience Priorities”
  - c) Inclusion of resilience indicators in the Harmonised Framework: i) overseeing/facilitating the work of experts; ii) inclusive dialogue in conjunction with the RPCA
  - d) Communication and international lobbying

- **Promote innovative approaches and instruments with regard to food and nutritional security**
  - a) Two annual meetings of the Senior Experts’ Group SEG AGIR in conjunction with the two annual RPCA meetings; political consensus on changes to the Alliance and its outlook; consensus on support to be provided to stakeholder countries and set forth in a communiqué
  - b) Actions to strengthen the capacities of the AGIR TC; at least 80% of participating countries have adopted NRPs
  - c) i) Meetings of the SEG; ii) inclusion of resilience indicators approved by stakeholders
  - d) Summaries and communication materials produced and disseminated; web site updated; lobbying missions.

- **Better inter-sectorial co-ordination of policies and better co-ordination between development partners in stakeholder countries with regard to resilience;**
- **Enhanced effectiveness of joint action to bolster resilience**

- **Partnerships:**
  - SWAC Members
  - RPCA Members
  - AGIR Stakeholders
  - Research centres and universities
  - Networks of civil society and private sector organisations
<table>
<thead>
<tr>
<th>Expected Output Results</th>
<th>Expected outcomes</th>
<th>Expected effects</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Reflections on innovative approaches and tools</td>
<td>a) Annual studies available and discussed at the SWAC Forum, the RPCA and beyond</td>
<td>• Better awareness by policy makers and partners of emerging challenges with regard to food and nutritional security</td>
</tr>
<tr>
<td>b) Discussions and dissemination of the conclusions of deliberations</td>
<td>b) Summaries and communication materials produced and disseminated; dialogue and dissemination events</td>
<td>• Enhanced policy effectiveness</td>
</tr>
</tbody>
</table>

**Partnerships:**
- SWAC Members
- RPCA Members
- AGIR Stakeholders
- NEPAD
- AfDB
- Research centres and universities
- Networks of civil society and private sector organisations

14
Output Result 2: West African Futures: Enhance the effectiveness of cross-border co-operation

Stemming from a long tradition of forward-looking and strategic studies, the “West African Futures” cycles of reflection promote new approaches that aim to complement current regional policies and international co-operation strategies.

⇒ The 2013–2014 “West African Futures” cycle is dedicated to the Sahara-Sahelian areas.

Building on the output of previous work (e.g. “Security Implications of Climate Change” in 2010, “Conflict over Resources and Terrorism” in 2012 and the “Colloquium on the Security-Development Nexus in West Africa” in 2012), the Secretariat has sought to produce an Atlas of the Sahara-Sahelian areas (forthcoming in 2014) centred on the characteristic mobility and fluidity of this vast expanse that is shared by North Africa and Sub-Saharan Africa. The initial results of this work provided input for the 2013 SWAC Forum devoted to the future of the Sahara-Sahelian areas from a trans-regional perspective. In partnership with a number of stakeholders, the Secretariat has also positioned pastoral livestock as a tool for stabilisation and development (at the Symposium in N’Djamena, 2013).

⇒ This process of reflection refocuses the spotlight on the issue of regional action – cross-border co-operation in particular – as a response to cross-border challenges. All strategies proposed for the stabilisation and development of the Sahara-Sahelian areas emphasise the need for such an approach.

This idea is not a new one. It transcends the Sahara-Sahelian areas and its security challenges. Cross-border co-operation was advocated in the late 1990s by former Malian President Alpha-Oumar Konaré as a tangible instrument for multi-sectorial development (agriculture, food security, health care, education, etc.). Between 2003 and 2008, the SWAC Secretariat ran a programme on this topic and facilitated the creation of the ECOWAS Cross-Border Initiatives Programme and the AU Border Programme. Since 2011, UEMOA has operated a fund to aid regional integration and cross-border co-operation. A number of countries (including Burkina Faso, Mali, Mauritania and Senegal), organisations (including the Association of European Border Regions, ENDA, the European Commission, the United Nations, and the Transfrontier Operational Mission) and bilateral co-operation arrangements are also involved in meeting these challenges.

However, many legal, financial and methodological obstacles still remain, particularly the mismatch between cross-border structures and social and economic realities, the effects of which are felt across borders.

⇒ To tackle this tangible issue related to the effectiveness of programmes, the Secretariat will explore the social network approach. Not all cross-border areas are the same. A very densely populated area like the one between the north of Nigeria and the south of Niger works very differently from areas that are very sparsely settled. Urban and industrialised areas (such as Lagos-Cotonou) require approaches that are not
well suited for rural areas dominated by agriculture. Each situation demands a unique institutional co-operation framework that is tailored to the spacial and social realities of the networks that inhabit it.

In collaboration with the involved stakeholders and researchers, the Secretariat will adopt the Social Network Analysis (SNA) method as an approach for identifying functional cross-border areas. Relying on the reality of socio-economic networks to define cross-border regions should provide a better method to tackle the economic challenges facing the West Africa region.

This method, which is increasingly widespread, can be used to map out networks of players and to gauge the extent of each one’s centrality. It can be deployed, for example, to determine the extent to which a border constrains the development of social relations between the various players. Not limited to formal relationships, it can be used to grasp information flow and decision-making mechanisms within and between institutions involved in policymaking.

2.1. Enhance the effectiveness of cross-border co-operation

The activities proposed to improve cross-border co-operation include the following:

a) A cycle of research and analysis of the match between the characteristics of cross-border areas and existing institutions for cross-border co-operation, with the goal of enhancing the effectiveness of cross-border co-operation policies, strategies and programmes. This work will be carried out in association with involved stakeholders.

b) Discussions and policy dialogue regarding the conclusions of this analytical work.
Output Result 2: West African Futures: Enhance the effectiveness of cross-border co-operation

<table>
<thead>
<tr>
<th>Expected Output Results</th>
<th>Expected outcomes</th>
<th>Expected effects</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Intermediate Output 2.1.: Enhance the effectiveness of cross-border co-operation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) An inclusive reflection process regarding socio-economic networks and cross-border co-operation</td>
<td>a) OECD publication in the <em>West Africa Studies</em> series in 2016 that proposes approaches and methods likely to enhance the effectiveness of cross-border co-operation</td>
<td>• Enhanced awareness by policy makers and development practitioners of cross-border co-operation tools • Incorporation of the proposed approach and methodological components into policies, strategies and programmes</td>
</tr>
<tr>
<td>b) Discussions and policy dialogue</td>
<td>b) Launch of the study in 2016; presentation of conclusions and avenues of action to a panel of practitioners, policymakers and researchers</td>
<td></td>
</tr>
</tbody>
</table>

Partnerships:
SWAC Members
World Bank
UNAUEU
Output Result 3: Advocacy and communication

The Club Secretariat disseminates analyses and information about the realities of the West African region, fosters innovation through its publications, keeps an eye on current events and provides access to data, maps and documentary databases. Political advocacy for a regional approach to the challenges facing West Africa is needed more than ever and must be clearly communicated.

⇒ Regional policies are needed more than ever for development and stability. The aftermath of the drought in the mid-1970s (which led to an exodus of populations and herds, the cross-border circulation of foodstuffs, etc.) highlighted the regional dimensions of development challenges in the Sahel, and this perspective has taken on significantly greater importance over time. Population growth and shifting settlement patterns in the region have contributed significantly to the increased relevance of regional phenomena (cross-border settlement areas, urban metropolitan areas with cross-border spheres of influence, etc). Driven by these dynamics, the regional market is becoming more integrated. Domestic economic policies have an impact on cross-border trade dynamics and are also influenced by them. The recent acceleration of the spread of instability and conflict confirms the need to understand the cross-border dimensions of the present challenges and to tailor effective responses.

⇒ International co-operation at a regional level is still absent from the international debate over development effectiveness. Regional co-operation is still frequently perceived as too complex to implement. Even though a number of co-operation agencies already devote substantial efforts to the regional dimensions of development, regional programmes still hold only a marginal place in development co-operation. Moreover, the international community’s main contacts are still national governments, which are not necessarily aware of or do not appreciate the added value of regional action. The word “region” does not appear in the Paris Declaration, and there is no specific paragraph devoted to it in the Busan Declaration (as there is for local parliaments and administrations, civil society organisations and the private sector). Regional co-operation is not sufficiently recognised as an instrument of development effectiveness.

⇒ The SWAC is a primary international source of information that promotes a regional approach in West Africa, particularly through its events, publications and the West Africa Gateway. It monitors and disseminates regional news (via its weekly NewsBrief), promotes joint and co-ordinated action in the region through its Networks and platforms, and advocates for the regional dimension of development co-operation via its forums and meetings. Communication about SWAC itself and the thematic dossiers managed by its Secretariat are other contributions towards these aims.

West Africa Gateway and Weekly NewsBrief

The West Africa Gateway is an online resource centre that is a showcase for existing work and sources of information. It provides easy access to reliable information about the region as well as to a wide variety of services (country sheets, statistical data, map collection, contact directory, document base, events, jobs, VIP sheets and interviews). It also provides access to first-hand information and data from the ECOWAS and UEMOA Commissions and from CILSS.

On the Gateway, the Secretariat publishes a weekly NewsBrief (currently No. 160) that covers the region’s key events and news items while leaving substantial space for promoting the activities of Club Members, particularly those in West Africa.

The NewsBrief is available in English and French as an email, an RSS feed and a downloadable PDF file. It currently has 2,600 subscribers and roughly 500 regular readers, including many West African VIPs and high-level development players, regional players, representatives of governments, African universities, research centres, Africa-focused media and development partners.

http://www.westafricagateway.org/
3.1. Support regional policy dialogue

The Secretariat plans to make a particular effort to provide political advocacy that supports Sahelian and West African regional policies, strategies and tools in global discussions and with partners in the international community. These activities will provide an opportunity to capitalise on the combined achievements of the Secretariat and regional organisations in the previous biennial cycles. In the realm of agriculture and food and nutritional security, these include *West African Futures: Settlement, Market, Food Security*, the co-ordination of RPCA/AGIR. In the realm of the stabilisation of the Sahara-Sahelian areas, these include *West African Futures: The Sahara-Sahelian Areas*; the Regional colloquium on pastoral livestock; and aid to the formulation of a regional strategy for the stabilisation and development of the Saharo-Sahelian areas).

Activities will include:

a) Support to SWAC Members during the creation of their policy dialogue concerning West Africa’s strategy for the *stabilisation and development of the Sahara-Sahelian areas*.

b) Support to SWAC Members in their efforts to promote their regional strategies in the realm of *agriculture and food and nutritional security*.

3.2. Promote the regional approach to West African challenges

The Secretariat will continue to undertake the advocacy and communication activities that it has developed over many years. In particular, it will be sure to capitalise on the achievements of the reflection processes carried out through the Club, including the following items:

a) *Contributions to international fora* and to initiatives within the OECD.

b) *Monitoring and making information available* to others through the West Africa Gateway and other outreach tools.

c) *Institutional promotion of the Club and its activities*, including Sahel and West Africa Week.
Output Result 3: Advocacy and communication

<table>
<thead>
<tr>
<th>Intermediate Output 3.1.: Support regional policy dialogue</th>
<th>Expected outcomes</th>
<th>Expected effects</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Support to SWAC Members in their policy dialogue concerning West Africa’s strategy for the stabilisation and development of the Sahara-Sahelian areas</td>
<td>a) Notes and communications tools</td>
<td>• Better positioning of regional programmes in the process of stabilising and developing the Saharo-Sahelian areas and the recognition of the role of regional organisations</td>
</tr>
<tr>
<td>b) Support to SWAC Members in their efforts to promote their regional strategies in the realm of agriculture and food and nutritional security</td>
<td>b) Joint lobbying missions and policy dialogue meetings</td>
<td>• Better positioning of regional strategies in the realm of agriculture and food and nutritional security</td>
</tr>
</tbody>
</table>

Partnerships:
SWAC Members
World Bank
UN
AUEU

<table>
<thead>
<tr>
<th>Intermediate Output 3.2.: Promote the regional approach to West African challenges</th>
<th>Expected outcomes</th>
<th>Expected effects</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Contributions to international fora and to initiatives within the OECD</td>
<td>a) Participation in relevant forums, contributions to OECD reflection processes, awareness-building and lobbying missions</td>
<td>• Better perception and understanding of West African regional challenges by policymakers and the public</td>
</tr>
<tr>
<td>b) Monitoring current events and making information available to others</td>
<td>b) Weekly NewsBriefs published and read by a growing number of people; West Africa Gateway developed, updated and consulted by a growing number of users</td>
<td>• Better visibility for Club members</td>
</tr>
<tr>
<td>c) Institutional promotion of the Club and its activities, including Sahel and West Africa Week</td>
<td>c) Institutional web site developed, updated and consulted by a growing number of visitors; newsletter read by a growing number of people; Access to Club productions by a growing number of people and institutions ; Press articles and interventions in the media</td>
<td>• Better knowledge of the SWAC and of the region’s challenges and achievements within the OECD and internationally</td>
</tr>
</tbody>
</table>

Partnerships:
OECD – Global Relations Secretariat (GRS), the Development Centre, the OECD Development Co-operation Directorate (DCD)