



ORGANISATION
FOR ECONOMIC
CO-OPERATION
AND DEVELOPMENT



Contribution to Discussions on the Orientations of the 2008 - 2012 Work Plan

Information Note to the attention of SPG Members

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INTRODUCTION

Origins and Evolution of the Sahel and West Africa Club

The Sahel Club was created in 1976 from the initiative of certain developed countries with the support of the authorities of the Sahelian countries to promote consultation and to facilitate advocacy for greater long-term support from the international community for countries in the region, victims of the drought. **In 2001, the Club's Strategy and Policy Group (SPG)**, the equivalent of its board of directors, **decided to expand its coverage to encompass the whole of West Africa** in order to take into account the interdependencies and complementarities between the Sahel and coastal countries. The Sahel Club thus became the Sahel and West Africa Club.

The region covered by the Club's activities stretches from Cameroon to Cape Verde and includes the 15 member countries of the Economic Community of West African States (ECOWAS), Mauritania, Chad and also Cameroon for reasons of economic continuity, population and regional complementarity. The region covers a surface area of 7,800,000 km²¹ and includes 13 countries belonging to the group of Least Developed Countries (LDC)². GDP per capita is in the order of \$US 370/year.

Until the end of the 19th century, population growth in West Africa stagnated, but the population grew from 40 million in 1930 to 85 million in 1960. In 2007, it stands at 316 million inhabitants³ representing 4.7% of the world's population and 39% of the population of Sub-Saharan Africa. It is expected to reach 420 million in 2022, in 15 years' time. In this context, it is no surprise that the region is experiencing unprecedented urbanisation: the urban population has risen from 15 to 45% of the total population. The equivalent evolution in Western Europe took 150 years.

Attachment to the OECD, Governance and Financing

Administratively and financially attached to the OECD, and particularly to the Centre for Co-operation with Non-Members (CCNM), the SWAC is an international institution that is answerable to its own Board of Directors. A small technical team located in Paris at the OECD, the SWAC benefits from the support of a network of partners from inside and outside the region. The SWAC is financed through voluntary contributions from developed countries.

The SWAC's work plan is subject to approval by the Strategy and Policy Group (SPG), which is made up of representatives from contributing countries, countries of the region and West African partner institutions. The SPG meets twice a year. It is chaired by a person designated by its members for a limited period. Mr. Charles Goerens, Luxembourg's former Minister of Cooperation, has held this position since January 2006, which marked the end of the three-year mandate of his predecessor, Ms. Thérèse Pujolle, former adviser to the French Minister of Cooperation.

¹ Equivalent to 21 times the surface area of Japan, twice that of the European Union and approximately 85% of Canada or the United States.

² Cape Verde left this category in 2007.

³ West Africa is therefore 10 times more populated than Canada and 2.5 times more populated than Japan. Its population exceeds that of the United States by 15 million and represents 64% of the population of the European Union of 27 countries.

Four areas of work

The SWAC focuses its efforts on four areas of interest for the region and for the international community.

- Medium- and long-term development perspectives
- Rural transformation and sustainable development
- Local development and the process of regional integration
- Governance, conflict dynamics, peace and security.

These areas are consistent with the concerns for the future of the region expressed notably within the framework of the New Partnership for Africa's Development (NEPAD), the Vision of the African Union and the partnership agreements reached between the SWAC and West African regional organisations.

Nature and objectives of the document

The aim of this document is to contribute to the debate on the content of the SWAC Work Plan for the 2008–2012 period. This document will serve as a reference for the SPG meeting to be held at the SWAC headquarters in Paris on 13 and 14 September 2007. To this end, this document proposes a framework for debate punctuated with questions. It is by no means a binding framework, as other issues may be raised by participants. The results of this joint, free and open debate will contribute to the development of a draft five-year Work Plan that will be submitted to the SPG meeting in January 2008 for review and approval.

- In the first part, this document broadly outlines the SWAC's "reading" of West Africa and presents the discussion with emerging and/or periodic factors likely to be integrated into this vision and to influence the 2008–2012 programme.
- In the second part, it briefly summarises the SWAC's action, its results and the challenges it has had to face during the 2005–2007 period. This summary exercise, which is not an annual report, reviews the SWAC's main areas of work and results along with the difficulties encountered.
- Parts 3 to 5 provide the debate with analyses and proposals on first the SWAC's specificity (role, functions, working methods) and second the establishment of its actions and partnerships.
- Part 6 opens the discussion on the strategic questions, the areas of work and the objectives around which SWAC's actions during the 2005-2007 period might be organised.
- Part 7 deals with the SWAC's organisation and monitoring/evaluation mechanisms.
- Part 8 examines budgetary issues.

I. WEST AFRICA

1.1 The SWAC's « reading »

The orientation document for the SWAC 2005–2007 work plan presents economic, geographical and historical analyses, situates West Africa within the continent and the rest of the world, highlights the changes underway in the region and outlines future challenges. These elements provide the basis for a reading of West Africa that is indissociable from the preparation process of the SWAC work plan.

The SWAC's reading of West Africa has clearly not changed greatly over the three years. The structural trends underway have continued; they are so rapid that they can be perceived within a few years. Between 2004 and 2007, the population has increased by 30 million people.

West Africa remains one of the world's poorest regions. The low level of international transfers⁴, budgetary resources and local savings mobilised, the size of public debt, environmental weaknesses, conflicts and instability are all major obstacles to the achievement of the Millennium Development Goals. In order to achieve these goals, considerable additional resources – both internal and external – must be mobilised.

The region also remains a dynamic one. Over the last 20 years, it has undergone significant changes: new modes of governance (shift from a single-party to a multi-party system, decentralisation); emergence of the private sector; expansion of the informal sector; macro-economic adjustments; economic liberalisation; development of the media and civil society's role; evolution of women's rights; and cultural creations. Its agricultural production has tripled over the last 40 years, thereby more or less succeeding in keeping up with population growth.

These positive and negative changes are neither linear nor contradictory. They build a complex and changing reality. They must be integrated into a balanced reading that cannot be reduced to an exclusively pessimistic vision of the region. This reading must also respect the profoundly regional nature of West Africa. The history of its peoples, the remarkable mobility of its population, the innumerable social and economic interdependencies, but also the conflict settlement dynamics, make this region an area of multiple interdependencies.

Questions:

- *Should the SWAC continue to base its action on this vision?*
- *Is it enough? Should it integrate new elements that went relatively unnoticed a few years ago and that now seem decisive for the future?*

⁴ Foreign direct investment (FDI) in West Africa is still under 0.3% of total foreign direct investment, and the region's share of world trade is 1%. Official Development Assistance (ODA) is still relatively small in relation to needs (around \$US 17 / inhabitant and less than 5% of regional GDP).

1.2 *New structural challenges?*

West Africa is now seen as a strategic region, for its resources as well as for the supposed risks it represents

→ As third trade partner, strategic investor, development partner and emerging financial provider, China is contributing to changing the West African international environment established and evolving since independence in West Africa. India, Brazil, Iran and Turkey are also turning towards Africa and West Africa.

→ The high prices of oil and gas are leading international investors to show renewed interest in West African deposits. Behind the Nigerian giant, Chad, Mauritania, Ghana, Côte d'Ivoire – and shortly Niger and Mali – are developing their production. Explorations are underway off the coast of Guinea and Guinea Bissau. At stable levels for the last 30 years, investment in West African oil refineries is now rapidly increasing. Furthermore, the possibility of producing biofuels in West Africa is receiving more and more interest. West African uranium, iron and bauxite are attracting increasing attention. The traditional model of exporting raw ore is being challenged; the future should see the development of processing in producer countries in order to reduce transportation costs. The evolution of the coffee, cocoa, wood and cotton industries must also be taken into account.

→ West Africa is becoming a matter of international concern in terms of security. The Saharo-Sahelian zone is suspected of harbouring a growing number of organisations considered as terrorist. Increasing concern also surrounds the establishment of religious extremists (often Wahabi) from the Arabian peninsula.

→ In this context, the G8 has reconfirmed that Africa is a priority; global aid to Africa from DAC member countries seems to be concentrating on debt reduction, emergency aid and budget support, the negotiations for the Economic Partnership Agreement between West Africa and the European Union are difficult, even though they are accompanied by the programming of the 10th European Development Fund (EDF), which has a considerable budget.

More than before, West African countries – or at least some of them – are attempting to take advantage of this new configuration, arbitrating between a growing number of actors and interests.

Questions:

- *Should the region's new position influence the future direction of the SWAC's work?*
- *Should the SWAC try to involve the "new actors"?*

1.3 *Key events of the 2005 – 2007 period*

A look back over the 2005–2007 period confirms that West Africa is the result of a permanent construction process where good and bad news are constantly combined.

→ After a painful climax, the Ivorian crisis seems about to arrive at a lasting solution. Sierra Leone and Liberia can at last devote most of their energy to healing the wounds of 10 years of war. West Africa is honouring its first woman president. The tragic events in Darfur – now spoken of as genocide – are sweeping into Chad. The unrest in the Niger loop and the regular resurgence of incidents in northern Mali and northern Niger are cause for concern. An acute political crisis in Mauritania is reaching a satisfactory conclusion. Guinea is resuming relations with the international community, while Guinea Bissau remains prey to uncertainty. The numerous presidential, legislative and local elections confirm the fact that democracy is taking root, although progress remains to be made. Strengthened by exemplary democratic stability and economic management, Cape Verde has left the LDC category and fears a subsequent reduction in support from development partners.

→ The plague of locusts in 2004 and the food crisis in 2005, which was particularly severe in Niger, act as a reminder of the chronic fragility of the Sahel region. The Ivorian crisis has not prevented the region from consolidating its position as world cocoa leader. West Africa has become the second largest supplier of cotton to China, but is suffering from unfair competition and the over-valuation of the euro.

→ The effects of global warming (aridification, desertification in the Sahel region) are at the origin of the creation of the SWAC. They are now a major concern for the international community.

→ Long overlooked, migration issues are now at the top of the international agenda. Illegal migration to Europe – which represents only a fraction of West African migration – is given the most attention⁵. A surveillance mechanism for West African coasts has been set up by the EU (FRONTEX). EU member countries are negotiating agreements to combat illegal migration with several countries of the region while promoting debate on the links between migration and development. ECOWAS has begun drawing up a common position.

→ ECOWAS has set itself a new objective of total regional integration by 2020 and has become a Commission. It now coordinates the other regional organisations. West Africa is by far the most advanced African region in the negotiation of an Economic Partnership Agreement with the European Union. The strength of the debate initiated by civil society organisations on the EPA is evidence of the democratic revival.

Questions:

- *Some of these events have led the SWAC to adjust part of its work programme: support for raising awareness among the international community of the problem of migratory locusts, strong renewed involvement in the Food Crisis Prevention Network, and support for the development of a regional strategy on migration. Should the SWAC maintain this ability to adapt, at the risk of failing to respect its multi-annual work plan to the letter?*
- *The rapid changes in the fields of security, democracy and governance confirm the guidelines defined in 2004 for the 2005–2007 period, especially the need to monitor their evolution and encourage dialogue. A certain number of countries request specific support from the SWAC: Guinea, to contribute to the dialogue with the international community, Cape Verde, to reflect on the consequences of its departure from the LDC category. Should the SWAC obtain the means to respond to such requests?*

⁵ Intra-regional migration represents 90% of all West African migration.

II. SWAC IN 2005-2007: ACTION, RESULTS, CHALLENGES

The aim of this section is not to present all the results of the SWAC's work, but to highlight the most important in terms of accomplishments and constraints. At the end of 2005 and 2006, the SWAC produced yearly reports; at the end of 2007, a report covering the whole three-year period will be sent to SPG members.

2.1 Food security: the revival of the regional monitoring function

SWAC action targeted at the rural population can certainly not be reduced to food security alone. Significant contributions to the understanding of changes in the countryside and in livestock rearing, and to the development of a regional strategy on biotechnologies, must be underlined. But without any doubt the most significant achievements have been made in the field of food crisis prevention and management.

Further to the 2005 food crisis, the CILSS and several other partners asked the SWAC to reinvest in the co-organisation of the Food Crisis Prevention Network in the Sahel and West Africa (RPCA). This activity, which was not included in the 2005–2007 work plan, is strongly encouraged by the SPG.

Since July 2006, the SWAC has produced and distributed a monthly RPCA Food Security Information Note (FOSIN), which is a summary of analyses produced by the specialised regional and international organisations (CILSS, Fews-Net, FAO, WFP, OCHA) and structures closer to the field (including Afrique Verte, WAMIS-NET⁶ and SISA/CNSA⁷). The result of a network effort, circulated among political decision-makers, technical and financial partners, the media and other civil society organisations, the FOSIN is a consensual information tool aimed at avoiding the circulation of contradictory messages and analyses and encouraging coordinated action. The SWAC's reinvestment in the RPCA is also seen in the creation of the network's Website (www.food-security.net) where all the useful information and links can be found.

Moreover, further to RPCA recommendations, the SWAC has joined the CILSS, in partnership with the other members of the network, in committing to evaluating and reviewing the Food Aid Charter. This ongoing project should make it possible to initiate a negotiation process for a "new" charter integrating current and future challenges (responses to structural causes, the West African regional dimension, new donors, diversity of responses to food crises, etc.).

Question:

- *At the request of its members, the SWAC has committed to an activity not included in its work plan, not budgeted for, but considered essential. Its involvement in the RPCA seems to be having a positive structuring impact. Should this involvement become a permanent function of the SWAC?*

⁶ West African Market Information Systems Network.

⁷ Food security information system of the food security information platform in Burkina Faso.

2.2 Building the regional space: specific progress

Since 2005, the SWAC has been supporting ECOWAS in the implementation of its Cross-Border Initiatives Programme. ECOWAS' aim is to encourage the development of cross-border initiatives led directly by local actors, the idea being to bring the regional integration process closer to the populations. The “*mic-mac*” work method directly associates “*micro*” field action and the development of “*macro*” regional policies and strategies. Pilot field operations⁸ are encouraged, supported in terms of research and financing and monitored by the SWAC and ECOWAS. These operations are implemented by local partners with the support of the governments concerned. All the partners involved have joined together in the West African Borders and Integration (WABI)⁹ initiative created in 2003 by the SWAC, the NGO ENDA-Diapol and the National Borders Directorate of Mali.

These field initiatives and the local structures that manage them have led ECOWAS Heads of State to make the decision to extend cross-border cooperation to the whole of West Africa. They have encouraged member States to draw up a draft West African legal convention on cross-border cooperation. They have contributed to a support project for the ECOWAS CIP which is currently being finalised (financed by Swedish cooperation, technical support from the UNDP). This interim project will provide a means of designing a regional cross-border cooperation fund while providing financial support for pilot operations. The joint SWAC/ECOWAS action prompted the European Commission to include a “cross-border cooperation” line in the 10th Regional Indicative Programme for West Africa. The WAEMU, which hosted the first WABI workshop, included in its 2006–2010 Regional Economic Programme a cross-border cooperation programme to complement the ECOWAS CIP, centred on six pilot areas. Inspired by the West African experience, a programme for developing cross-border cooperation at the pan-African level has been defined by the African Union Commission with the support of the SWAC and other members of the WABI initiative.

ECOWAS has decided to use the “*mic-mac*” method in the framework of its 2008–2010 strategic plan, especially for the fluidification of borders (pilot operations around several border posts, then the definition of a regional strategy).

Questions:

- *Should the imminent launch of a support project for the ECOWAS CIP mark an evolution in the SWAC's role in the field of cross-border cooperation?*
- *Should the SWAC expand its collaboration with ECOWAS in the field of the construction of cross-border cooperation? By encouraging experience sharing with the European cross-border movement? By facilitating coordination between ECOWAS, the WAEMU and the African Union? By supporting the ECOWAS border fluidification programme?*

2.3 Support for regional strategies and policies

The SWAC initiated the creation of a *Regional Working Group on DDR and Post-Conflict* in collaboration with ECOWAS. This group, which also associates the regional actors concerned and cooperation agencies¹⁰, is the result of a process started in January 2005 in which the *Initiative on the Dynamics of Exit from Crisis in West Africa* was launched.

The SWAC has accompanied the development of the common position of ECOWAS member countries on migration. It co-organised the consultation process with member States and

⁸ Southern Senegambia (Senegal, the Gambia, Guinea Bissau) managed by the NGO Enda-Diapol, Karakoro (Mauritania, Mali) managed by the NGO GRDR, SKBo (Mali – Burkina with a planned expansion to Côte d'Ivoire) managed by a team of facilitators answerable to the ministries of regional administration of both countries, and K2M (Nigeria, Niger), currently being launched under the aegis of the joint Nigeria–Niger commission.

⁹ Through its Website managed by the SWAC (<http://www.afriquefrontieres.org>), its publications and briefing notes and its “Cross-border diaries” magazine, WABI works to gather and disseminate what is achieved in the field, and shares experiences of other parts of Africa and the world.

¹⁰ CIDA, AFD, GTZ, OIF and the regional branches of the AfDB and the World Bank

contributed to the preparation of the document approved at the ministerial level in June 2007. It prompted the establishment, financed by the EU, of a programme to improve knowledge of West African migration that will contribute to ECOWAS' work.

The SWAC facilitated the preparation of the West African legal convention on cross-border cooperation (see point 2.2).

Initiatives concerning the defence, dissemination and explanation of ECOWAS instruments organised by the SWAC have contributed to awareness-raising as well as to the ratification of the Supplementary Protocol by the nine countries needed for its implementation acquired since the end of 2005.

The SWAC is an active member of the "task force" on the implementation of the ECOWAP (ECOWAS regional agricultural policy).

Question:

- *Should the SWAC's work seek to influence the development and implementation of regional policies?*

2.4 Building a regional framework for political dialogue between actors

In July 2005 in Cotonou, the SWAC created the first Forum of Political Parties, the Media and Civil Society in West Africa, in close collaboration with ECOWAS. This event showed that the three categories of actors, at the local, national and regional levels, have responsibilities and a key role in the construction and consolidation of peace and democracy. The regional decompartmentalisation of these actors and the facilitation of experience and analysis sharing is clearly a major force in the construction of the West African regional identity and in the promotion of peace and democracy.

In Benin, Guinea, Cameroon and Mauritania, participants in the Forum have taken initiatives that extend the decompartmentalisation movement launched in Cotonou.

The preparation and organisation of the Forum required the mobilisation of considerable human and financial resources inherent to this kind of event. However investment in the "human factor" and citizen dialogue at the regional level are clearly vital to the SWAC and ECOWAS approach to West Africa. ECOWAS hopes to continue the forum in the long term.

Questions:

- *Should the impetus of the Forum be extended?*
- *What means can the SWAC and ECOWAS use to achieve the long-term goal of developing regional citizen dialogue?*

2.5 Contributions to a better understanding and communication of West African realities and perspectives

2.5.1 Knowledge

In line with its mandate, the SWAC has worked to identify future challenges. Between 2005 and 2007, this has particularly been seen in:

- An analytical inventory of retrospective and prospective studies on West Africa and of interest to the region;
- Listening to West African actors through panels specifically focusing on medium- and long-term perspectives¹¹ but also through all the meetings and forums organised or co-organised by the SWAC, first among which are the Forum of Political Parties, the Media and Civil Society mentioned above and also more “technical” meetings on subjects concerning the future of the region (food security, cotton, endogenous conflict management, regional integration, etc.);
- The Atlas on Regional Integration in West Africa co-produced with ECOWAS. True to the specific SWAC approach, each of the chapters of the Atlas¹² situates West African challenges within the world and in Africa, describes the history and summarises the perspective elements available (<http://www.atlas-ouestafrique.org>);
- Studies on specific subjects (transhumance livestock rearing, aquaculture, etc.).

This knowledge gathered through summarisation and listening has been compiled for the first time in a policy document on the perspectives for regional development, presented to the new ECOWAS commissioners when they took up their functions¹³.

The arrival of the commissioners in early 2007 marked the end of a long period of restructuring at ECOWAS. It allowed the SWAC and the new Commission to firmly commit to cooperating on the production of a joint Yearly Report on West Africa. This exercise should be both the means of providing a yearly summary on the knowledge gathered by both institutions and the opportunity to delve deeper into a specific subject.

The *West Africa 2007* report will focus particularly on the issue of development resources. It is planned for release at the very beginning of 2008.

Questions:

- *Is the knowledge summarisation function sufficiently developed?*
- *Why is it considered necessary and useful?*
- *Is it possible to examine all the topics, such as religion, illegal trafficking, or to provide a critical analysis of aid and the constraints of the CFA franc?*
- *Should it be seen as one of the components of a global communication strategy at the service of West Africa?*

¹¹ Co-organisation with ECOWAS in May 2005 of a symposium (panel) on the 30th anniversary of ECOWAS, on the theme: “*Regional development perspectives, regional integration and the evolution of ECOWAS’ role*”. Organisation of a second Panel on medium- and long-term development perspectives for West Africa held in June 2006 in Ouagadougou.

¹² Available: Transportation and Telecommunications, The Sahel Zone, River basins, Migration, Languages, Oil and Gas, Africa and China, Cotton, The Rural Population, Coffee, Cocoa. Forthcoming: Population, Electricity, Climate, Health, Fisheries, Borders, The Urban Population, etc.

¹³ L’Afrique de l’Ouest : une région en mouvement, une région en mutation, une région en voie d’intégration. SWAC – February 2007.

2.5.2 Knowledge transmission

During the 2005–2007 period, the SWAC has made considerable efforts in the area of Web communication for the Sahel and West Africa:

- The site of the Food Crisis Prevention Network (<http://www.food-security.net>) is jointly managed with the CILSS. It is also shared with all the members of the regional and international community directly concerned by the prevention and management of food crises. It is the place and symbol of a network effort that it is hoped will avoid in the future the development of contradictory analyses such as seen during the 2005 crisis.
- The site of the “West African Borders and Integration” initiative (<http://www.afriquefrontieres.org>) is managed by the SWAC in very close collaboration with Enda-Diapol. It is a vital tool for experience sharing and promoting the “cross-border cooperation” dossier.
- The site <http://www.atlas-westafrica.org> is a Web version of the Atlas on Regional Integration which prefigures what could be a portal for information on the region.

In addition to a large number of documents, reports and proceedings of seminars, briefing notes and notes to decision-makers, the SWAC has produced regular thematic publications:

- The monthly Food Security Information Note (FOSIN): 14 issues since July 2006;
- The Director’s information notes: six issues¹⁴;
- Thematic or summary notes: five issues¹⁵;
- The “Cross-border diaries” magazine: seven issues.

Finally, institutional communication has been improved by:

- The creation of the new SWAC website (<http://www.oecd.org/swac>)
- The circulation of a monthly e-newsletter.

Questions:

- *Has the visibility of the SWAC’s work improved?*
- *Are the different results of the SWAC’s work sufficiently disseminated and accessible?*
- *Do the many different means of circulation for the SWAC’s work, its partnerships and West Africa constitute an advantage or a constraint?*

2.6 The difficulties encountered and lessons learned

2.6.1 The regional approach faced with actors chiefly turned towards national challenges

The SWAC’s work is largely based on promoting a regional approach to development in West Africa. None of the countries of the region are capable of facing their own challenges and those of globalisation alone. With the exception of Nigeria, none have a domestic market capable of attracting significant investment (excluding the exploitation of mineral raw materials). The dynamics of the spread of instability are regional in nature; they require strategies of the same nature. The implementation of the Economic Partnership Agreement with the European Union implies the creation of a major West African market. The management of migration cannot be achieved without

¹⁴ Topics include: Land and Conflicts, Transportation and Telecommunications, Cross-Border Cooperation, Agricultural Innovation, etc.

¹⁵ These more periodic notes were produced under the pressure of events (such as “Why is the Sahel facing a new food crisis” in July 2005) or at the request of partners to review a specific subject (partnership with ECOWAS, water resources, the gender dimension in the SWAC work programme, decentralisation and local development).

a regional strategy. West African countries can only succeed in protecting their cotton through a common approach, etc.

These convictions are largely shared across West Africa and within the international community. They are confirmed by the new ECOWAS vision for 2020.

However, the vast majority of institutions and people working on development issues in West Africa essentially function at the national level (governmental bodies, NGOs, cooperation agencies). This situation – which is only normal – constitutes a challenge for the SWAC and for the regional organisations (ECOWAS, WAEMU, CILSS, etc.).

Question:

- *How can the regional approach to development be promoted using the national level and the complementarity that exists in the construction of development between the local, national, regional and global levels?*

2.6.2 Budget constraints

Over the 2005-2007 period the SWAC has suffered – as have many other international organisations – from heavy budget constraints mainly due to:

- a considerable increase in SWAC overheads at the OECD¹⁶;
- a certain reduction in resources allocated to the general SWAC budget¹⁷.

Faced with the dual problem of the increase in its costs and the reduction in its general resources, the SWAC has had to resign itself to reducing its team.

The SWAC has, moreover, mobilised a certain number of specific funds that have covered all the work on the Atlas on Regional Integration, part of the Regional Forum of Political Parties, the Media and Civil Society, and several specific meetings, etc. It has also begun seeking specific financing from major international foundations and new countries seen as potential contributors to the SWAC.

The reduction in general resources is worrying in that it restricts the SWAC's ability to react and adapt to changes in the West African situation. For example, because it had a certain room to maneuver, the SWAC was able to respond to the demand for reinvestment in food security following the 2005 food crisis. Likewise, the support to ECOWAS in the development of a common approach to migration was in response to an unplanned request.

Question:

- *Should the SWAC maintain some budgetary leeway in order to be able to react rapidly to the West African situation?*

¹⁶ These overheads approved by the OECD Board of Directors have quadrupled, rising from 100,000 € to 400,000 €/year.

¹⁷ In particular the withdrawal of the United Kingdom and Italy.

III. Specificity of the SWAC: Approach, Objectives, Methods

3.1 Approach

The SWAC's specificity has so far been based on a dual approach, whose pertinence was stressed by the participants of the SPG meeting held in Ouagadougou in June 2006:

- Setting the temporal context. After organising some major retrospective and prospective exercises (*"Le Sahel face aux futurs"*, the *"WALTPS"*), the SWAC is now applying this approach to more operational debates: *How can endogenous knowledge be used in conflict settlement? What is the future for cotton, coffee and cocoa? What do we know about the likely impact of global warming on the region?*
- The belief that a considerable part of the future for West Africa is decided at the regional level in the interdependencies and the complementarities between the local, national and global levels. The SWAC shares the opinion of the African Union, ECOWAS and the WAEMU that few of the countries in the region will be able to fully exploit their potential and face their challenges without the creation of a regional space encouraging the adoption of common policies: *What impact does the regional market have on food security for populations in the Sahel region? What can be done to encourage the development of a common livestock rearing strategy? What elements could be included in a common approach to migration or DDR? How can the local cross-border level be used in the regional construction process?*

However, the fact that the SWAC interests itself in medium- and long-term development by no means implies that it is not concerned by immediate or short-term realities. Over the 2005-2007 period, it has been very present in the field of food crises, avian influenza, migratory locust plagues, conflict dynamics and human security.

Question :

- *Should this approach, combining structural analysis and strategic monitoring, be maintained?*

3.2 Objectives

The SWAC is neither a financial donor, nor a structure for financing development operations, nor a research institute. It plays a specific role in the vast network of organisations and institutes concerned with West Africa. The SWAC's main objectives were described in the Orientations of its 2005-2007 Work Plan:

- Help identify strategic questions related to medium- and long-term development in West Africa;
- Contribute to mobilising and strengthening African capacities within a network approach;
- Support initiatives and efforts by West Africans to promote medium- and long-term development in the region;
- Encourage structural partnerships among the organisations concerned with the region;
- Facilitate exchanges between regional actors and OECD member countries;
- Promote constructive debates that lead to innovative decisions within and outside the region aimed at building a better future. These decisions relate to policies at all levels, to the mobilisation of the necessary resources within and outside the region, to innovative partnerships and to the specific results to be produced in the field in order to achieve greater well-being and security for the majority of the population.

Questions:

- *Do these objectives truly correspond to the reality of the SWAC's action over the 2005-2007 period?*
- *Should they be reviewed or refined for the next SWAC five-year work plan? In particular, in the future should the SWAC provide more explicit definitions of objectives/functions such as: 1) support in drawing up regional policies (agriculture, migration, cross-border cooperation, implementation of the Supplementary Protocol, etc.); 2) support in organising a political forum capable of bringing together the different actors from the public, private and civil sectors on the fundamental issues; 3) organising a regional "think tank" at the service of ECOWAS, the CILSS and the WAEMU, associating other partners such as the AfDB and UNECA?*
- *What should the SWAC's role and specificity be in the future?*

3.3 Work methods

The methodological approach is the reflection of the approach described in point 3.1 above; it encourages:

- Listening to West African initiatives, expectations and demands;
- Identifying West African actors capable of innovating and supporting these actors;
- Flexibility and adaptability, supporting iterative and participative processes (the "doni-doni" approach);
- Working as part of a network and in partnerships;
- Multi-disciplinarity

The work methods address principally:

- The mobilisation of development actors in the region and elsewhere in the world;
- Data collection and the production of analyses and summaries;
- The production of strategic documents based particularly on monitoring and anticipation;
- Support for pilot operations in the field;
- Advocacy in support of the region;
- The organisation of forums and meetings leading to decision-making and specific action in support of the majority of the population.

Questions :

- *Do these work methods still correspond as much to the SWAC's work as to the expectations of "clients" in the South and the North?*
- *How can the structuring effect of the SWAC's actions be strengthened?*
- *How can communication be improved, especially by means of relevant, regular and well-circulated "products"?*
- *Is it possible to plan a large public event once a year or every other year, which would be not only a presentation of the SWAC's work, but also a forum for discussion on one or two current topics, a celebration of West Africa's cultural diversity, as well as a demonstration of the challenges it faces and the responses to be provided?*

IV. ANCHORING THE SWAC'S WORK

The SWAC is guided in its work by the SPG's recommendations and decisions, the Orientations of its Work Plan for a given period, the evolution of the region's needs, the results of different reviews and evaluations of its work and the consideration of its human and financial resources.

The orientations document of the SWAC 2005-2007 Work Plan states that the SWAC should "anchor its actions to realities on the ground" (III, 3.2.). This raises the questions:

- Of the SWAC's mandate to adapt to the changing situation in the region as a whole while taking into account the specificity of each country;
- Of the needs expressed by its institutional partners and those of civil society;
- By the specific demands expressed particularly by *countries emerging from crisis situations or graduating from the LDC category (as with Cape Verde)*.

Furthermore, the SWAC must also be attentive to the expectations of its financial contributors and develop with them partnerships that aim for concrete actions of mutual benefit.

The evaluation and review of the SWAC's work carried out last year by Germany and Canada concluded that the SWAC was relevant, useful and effective. It was also stressed that its work methods contributed significantly to the mobilisation and strengthening of the different regional actors' capacities for analysis, decision-making and action.

The SWAC celebrated its 30th anniversary in 2006. No structure, even if it has achieved positive results for 30 years, can ignore the fact that it must have a niche of its own, produce results that are complementary to those produced by other structures and use the funds it receives in an efficient manner. The SWAC is no exception.

Questions:

- Are there other anchoring points?
- How can changes in needs for the 2008-2012 period be anticipated?
- How can the different requests made to the SWAC be prioritised?
- How can the SWAC ensure that it has added value and that its action is complementary to that of other development partners in the region?

V. PARTNERSHIPS

5.1 In Africa

The implementation of the 2005-2007 work programme was marked by several important elements:

- **The development of a very close partnership with ECOWAS.** Established by the signing of a Framework for Cooperation, this partnership has resulted, notably, in the definition and implementation of a West African cross-border cooperation strategy, a Regional Forum of Political Parties, the Media and Civil Society, a common position on migration, the joint production of an Atlas on Regional Integration, SWAC support for the common agricultural policy and greater ECOWAS involvement in food security issues. Furthermore, at ECOWAS' request, the SWAC supported the preparation of the ECOWAS 2008-2010 strategic programme. Last but not least, two joint projects have been launched: the production of a joint annual report on West Africa and the creation of a joint Web portal providing information on the region.
- **The renewal of the partnership with the CILSS** was established by the signing of a Framework for Cooperation. It was also established through the joint organisation of the Food Crisis Prevention Network. The CILSS has also played an important part in the production of two chapters of the Atlas (The Sahel Zone and Climate).
- **The establishment of close relations with the West African ambassadors posted in Paris.**
- **Considerable effort has been devoted to West African leaders:** meetings with four Presidents and a considerable number of Heads of governments, Ministers and decision-makers at different levels.
- At the request of its President, **a close collaboration with the African Union Commission** led to the adoption in June 2007 of a pan-African "borders programme" inspired by the West African experience of cross-border cooperation.
- **Agreements are being finalised with ROPPA, UNECA, the WAEMU, AfDB and UNOWA.**
- **The strengthening of working relations with different civil society actors,** including women, youth and the private sector.

The aim is not to increase the number of SWAC work areas, but to mobilise as many partners as possible in order to work together on joint, structuring projects. In this way, the SWAC strengthens its foothold in the realities of West Africa while playing its role as a bridge and an interface between the actors and decision-makers in the region and those in developed countries.

Numerous operational partnerships centred in specific work areas can be added to these cross-disciplinary institutional collaborations.

Questions:

- The role played by ECOWAS as the main West African regional integration organisation has been confirmed. What should the SWAC learn from this in terms of partnerships?
- How can the SWAC have a structuring effect in facilitating the implementation of joint projects between ECOWAS, the WAEMU and the CILSS?

5.2 With Development Cooperation Agencies

Over the 2005-2007 period, the SWAC's work has been enhanced by specific collaborations with cooperation agencies:

- **Financing for cross-border cooperation pilot operations**, the Atlas on Regional Integration, co-financing of meetings, etc.
- **Participation in debates and activities led by the SWAC**, especially within the framework of the FCPN and the governance, peace and security project.
- **Direct involvement in the financing of projects within ECOWAS** resulting from the SWAC's work (as is the case, for example, with the Swedish cooperation for the cross-border cooperation support project).
- **Close collaboration with the European Union** and a number of OECD member countries, especially within the framework of the FCPN.

Questions:

- *Do the cooperation agencies that are members of the SPG wish to be more structurally involved in the SWAC's work, for example through thematic working groups?*
- *Should the SWAC develop a service function aimed at agencies? Can it and should it help the agencies that wish to improve their regional knowledge of West Africa?*

5.3 Within the OECD

Over the last few years, the SWAC has stepped up its partnership relations with the other members of the Development Cluster including the Development Cooperation Directorate (DCD), the Centre for Cooperation with Non-Members (CCNM), the Development Centre (DEV), the Africa Partnership Forum (APF) and with other OECD Departments and Directorates. These links were strengthened during the preparation of the Development Cluster's Work Plan and the continuation of the internal evaluation of this Cluster within the OECD. The nature of the partnerships varies according to the specific requirements of the SWAC and the other OECD Directorates. These partnerships take the form of information sharing, joint analyses and joint event organisation.

Questions:

- What can be done to guarantee the SWAC's independence in terms of its strategic planning while enhancing its complementarity with the other OECD Directorates?
- How can the SWAC's anchoring within the OECD be better enhanced?
- How can partnerships that are of interest to the region and the development partner countries be guaranteed?
- What can be done to ensure SPG decisions are communicated to the OECD Ambassadors and that the financial and administrative decisions made by the OECD Boards of Directors take into account the SWAC's specificity?

VI. ORIENTATIONS OF THE SWAC 2008-2012 WORK PLAN

The analyses developed in the previous chapters have led to the formulation of around 40 questions, which, while taking into account the experience gained, launch a process of reflection on the future. The answers provided to these questions will therefore be given serious consideration in the process of developing the SWAC 2008–2012 Orientations.

To supplement this process, it seems useful to dwell upon an element that characterises not only West Africa, but also its international environment: change. The early and recent history of the Sahel Club then the SWAC shows that the SWAC has changed a great deal, that it has adapted and that it constantly raises questions about its identity, its role and its “added value”.

Questions:

- *Is it perhaps time to include change, flexibility and adaptability more explicitly in the SWAC’s identity?*
- *But at the same time, is it perhaps also time to establish for the SWAC as a permanent, regular function, strategic monitoring and gathering of knowledge on West Africa?*

The methods of these strategic options are submitted for discussion here. They are supplemented by a question that has not yet been examined: should the SWAC maintain a function whereby it “stirs up” new ideas and acts as a think tank on new concepts and approaches?

➔ West Africa is subject to considerable and rapid changes. Although, paradoxically, we are capable of foreseeing with a fair level of accuracy a certain number of medium- and long-term trends¹⁸, the 2005–2007 period confirmed the unpredictability of short-term changes: invasion of migratory locusts, food crises, political changes and issues of security, emergence of a specific issue resulting from pressure of events (for example, migration).

Questions:

- *If West Africa is in fact a “region in motion, a region undergoing change”, should the SWAC then refine the definition of its identity and give itself functions adapted to this changing reality?*
- *Should the SWAC pursue a long-term function collecting and sharing knowledge and acting as an observatory, or “radar”, for monitoring dynamics? Should it set itself the goal of creating a veritable centre for knowledge and services on West Africa? This function would incorporate the experience and teachings of the Atlas on Regional Integration, of the joint SWAC/ECOWAS Annual Report and of Communications.*
- *Should the SWAC pursue a long-term monitoring function for food security, but also for the evolution of democratic processes, the development of conflicts and peacekeeping processes?*
- *Should the SWAC “include the unforeseeable” in its 2008–2012 orientations to enable it to act as an efficient facilitator or mobilising force in the event of a specific crisis? In the same sense, should the SWAC provide itself with the means of offering punctual support when needed to countries or groups of countries particularly fragile, such as Chad or the Mano River countries?*

¹⁸ Centred on population (number) and settlement (spatial distribution) and deduced from these factors.

➔ The international agenda is also rapidly evolving. It seems likely that the issues of migration, climate change, security and energy supply will remain at the top of the international agenda for several years at least. Other subjects may be brought to the forefront: the depletion of fisheries resources, the management of ground water¹⁹, the reconfiguration of the monetary landscape, questions concerning development assistance²⁰, etc. Furthermore, it seems natural that the SWAC's activities for the 2008–2012 period should be largely inspired by the experience of the previous period.

Questions:

- *Which of the current SWAC work topics should be maintained?*
- *Which approach should the SWAC adopt to changes in the international agenda?*
- *What broad work topics should the SWAC cover for the 2008–2012 period, taking into account what it has learnt from its past experiences and the need to change while ensuring continuity?*

➔ One thing that has undoubtedly contributed to the SWAC's reputation is its ability to approach and/or circulate and/or debate subjects that were not (yet) on the international agenda. Or its ability to approach certain subjects differently. "The Club's strength lies in its 'intellectual forces and its originality', which implies that partners must be equal and that consensus is not essential. The Club does not enter into negotiations, but contributes to on-going debate and to testing innovative practices. The conclusions and results must honestly reflect the tone of debates, leaving 'political correctness' aside, where it is not imposed."²¹

In the past, the SWAC has effectively fulfilled this role, for example:

- Agricultural market liberalisation in the early 1980s;
- Settlement and towns as engines of development (WALTPS);
- The criticism of aid (Cooperation 21 – "Finding problems to fit the solutions").

Questions:

- *Should the SWAC continue its action along this path?*
- *Should it, for example, as requested, "update the WALTPS study" or organise a new critical debate on aid?*

¹⁹ West Africa has considerable underground water resources. There is currently no regional management strategy concerning these cross-border resources.

²⁰ For example, on the long-term viability of budgetary aid.

²¹ Report of a Club Presidency and Secretariat assignment from 5 February to 16 March 2001 involving 13 bilateral agencies belonging to the Club on the question: "Should the Sahel Club be maintained, and, if yes, under what conditions?"

VII. ORGANISATION, MONITORING AND EVALUATION

Organisation: The SWAC's limited technical team is supported by a network of partners in the region and elsewhere in the world. It is made up of a Directorate in charge of the orientation, management and promotion of the SWAC and four units covering the areas of work of the 2005–2007 Work Plan. Due to the constraints described in section 8, the SWAC will have to reduce its staff by five people in January 2008, thus shrinking from 21 to 16 people. The SWAC has decided to retain as much of its analytical capacity as possible and to consequently and necessarily reduce its support staff.

Performance obligation: The SWAC is fully aware of its performance obligation towards its partners both within and outside the region. It is therefore essential to have an approach centred on results and to monitor these in a continuous and efficient manner.

External evaluation: In the last two years the SWAC has undergone two external evaluations/reviews:

- In 2005, a German consultant came to Paris to meet the Club's staff as well as its external partners based in Paris.
- In January 2006, the Canadian government dispatched a consultant to Paris to carry out a similar review. At the same time, within the framework of this review, consultations were carried out by an African consultant in several West African countries. The conclusions of these two reviews are available.

For the sake of efficiency, we suggest that any countries wishing to make a new review in the next few months join together with other SWAC partners in order to jointly carry out the work, given the time and human resources needed for this purpose.

Internal evaluation: The SWAC carries out continuous internal monitoring of its results, produces annual implementation reports that are submitted to the SPG and submits to regular OECD audits. It also produces in-depth analyses of its actions during the multi-annual programme reviews.

In the future, the SWAC plans to regularly produce (every other year) an internal review of the implementation of its Work Plan. This will imply:

- Reviewing the results obtained;
- Identifying the action and results to be produced until the end of the Work Plan;
- Analysing whether the results produced are in line with the mandate, the specificity, the role, the functions and the work methods of the SWAC;
- Reviewing progress made in terms of partnerships and communication;
- Listing the difficulties encountered and the lessons learnt that may guide the SWAC's future action;
- Assessing the organisational and budgetary aspects of the implementation of the Work Plan;
- Whether in terms of the internal or external reviews or the SPG recommendations, the SWAC will incorporate the main conclusions in a matrix in order to examine their feasibility and ensure their monitoring.

Questions:

- Which kind of organisation is the most desirable for the SWAC?
- Are there other means of approaching the issues of monitoring and evaluation?
- Which aspects should be reviewed as a matter of priority in terms of monitoring and evaluation?

VIII. BUDGETARY CONSTRAINTS

8.1 Changes in contributions to general resources

For the 2000–2007 period, contributions to SWAC general resources are included in Table 1.

The main elements seen in this Table are as follows:

1. The number of contributing countries during this period stood at 9 in 2000, 13 in 2001, 11 in 2005 and 9 in 2007.
2. The amount of these contributions ranged from 1,487,934 euros in 2000 to a maximum of 2,725,773 euros in 2006, then 2,311,773 euros in 2007.
3. The level of these contributions has been affected by the fall in the number of contributors, the reduction in certain contributions and the rise in the value of the euro in relation to other currencies.
4. Furthermore, more and more contributing countries have made commitments over several years, including five countries in 2007.

The SWAC is working hard to increase the number of its contributing countries.

Questions :

- *What can be done to ensure greater stability in contributions to the SWAC's general resources?*
- *Might some contributing countries consider increasing their contributions to the SWAC?*
- *Would it be possible to invite the 18 West African countries to make a contribution to the SWAC's general resources, be it only a symbolic contribution?*

8.2 Changes in specific contributions

For the 2000–2007 period, contributions to specific SWAC projects are included in Table 2. Table 3 presents the sum of the two kinds of contributions made to the SWAC.

The main elements seen in Table 2 are as follows:

1. The number of contributors to specific projects ranged from 6 in 2000 to 1 in 2001 and 2002, 5 in 2005 and 6 in 2007.
2. The amount of these contributions ranged from 963,928 euros in 2000 to 449,088 euros in 2005 and 369,082 euros in 2007.

The SWAC is working hard to increase the number of its contributors, especially by approaching countries that have shown an interest in certain of the SWAC's specific projects and also by approaching major Foundations.

Question:

- *How can the SWAC's performance in this field be improved, without having to accept funds for projects that do not correspond to its competence or its Strategic Work Plan?*

8.3 Changes in expenditure

For the 2000–2007 period, changes in the SWAC's expenditure (general and specific resources) are presented in Table 4.

The main elements seen in this Table are as follows:

1. This expenditure ranged from 1 894 688 euros in 2000 to 2 991 315 euros in 2006 and 2 340 085 euros in 2007.
2. The overheads paid to the OECD by the SWAC will be quadrupled between 2006 and 2009, rising from 100,000 euros/year to 400,000 euros/year.
3. Due to the reduction in general resources and the increase in fixed costs (overheads and annual salary adjustment), the Club is having to reduce its annual expenditure on general resources from 2,340,085 euros in 2007 to around 2,037,000 euros en 2008.
4. Over the years, the SWAC's annual expenditure has always been maintained at a level compatible with that of its resources in order to avoid any deficit.

8.4 Implications in 2008 and for the next five-year period

Due to the budget constraints presented above, the SWAC will have to reduce its team by five people in 2008, shrinking from 21 to 16 people.

The SWAC wants to avoid dissipating its action over the 2008–2012 period and undertaking projects for which it would not have a comparative advantage. However, the Club is constantly receiving more and more requests, especially from the region; hence the resource mobilisation efforts made by the SWAC. Indeed, the SWAC must increase its level of general resources in relation to 2007 if it is to carry out sustained, relevant and lasting action.

Questions:

- *How can the SWAC maintain and if possible step up its work?*
- *What commitments can the international community make to this end?*
- *How can the future be anticipated and be taken into account in the 2008–2012 Strategic Work Plan, while remembering that upward or downward adjustments must be possible in accordance with changes taking place in the region, with the evolution of requests made to the SWAC and with the available budget, given that the SWAC management team is responsible for guaranteeing its financial integrity at all times?*

ANNEX: BUDGET TABLES

Table 1: General resources allocated to the SWAC from 2007-2007

	2000		2001		2002		2003		2004		2005		2006		2007	
	Euros	%														
Austria	36,588	2.5	36,336	1.4	36,336	1.9	36,336	1.4	40,000	1.7	40,000	1.5	40,000	1.5	40,000	1.7
Belgium (a)			247,882	9.4	123,945	6.5					125,000	4.7	125,000	4.6	125,000	5.4
Canada (b)			686,021	25.9	373,559	19.5	355,000	13.6	315,020	13.7	512,020	19.4	602,900	22.1	667,854	28.9
Denmark	137,586	9.2	138,447	5.2	138,344	7.2	138,344	5.3								
France (c)	228,674	15.4	76,225	2.9	76,225	4.0	400,000	15.3	400,000	17.4	450,000	17.0	550,000	20.2	450,000	19.5
Germany	255,657	17.2	255,649	9.7	255,645	13.4	260,000	9.9	260,000	11.3	260,000	9.8	260,000	9.5	220,000	9.5
Italy	77,475	5.2	77,749	2.9	100,000	5.2	100,000	3.8			100,000	3.8				
Luxembourg			12,395	0.5	12,395	0.6	12,395	0.5	12,395	0.5	30,000	1.1	100,000	3.7	100,000	4.3
Netherlands (d)	285,872	19.2	285,880	10.8			550,000	21.0	500,000	21.8	500,000	18.9	400,000	14.7	300,000	13.0
Portugal			15,092	0.6												
Switzerland	218,459	14.7	229,436	8.7	237,577	12.4	237,577	9.1	225,225	9.8	225,225	8.5	221,424	8.1	221,419	9.6
United Kingdom							140,000	5.3	213,885	9.3	214,654	8.1	221,979	8.1		
USAID (e)	198,077	13.3	533,572	20.1	560,224	29.3	390,000	14.9	327,016	14.3	187,500	7.1	203,767	7.5	187,500	8.1
World Bank	49,546	3.3	53,357	2.0												
sub-total	1,487,934	100	2,648,041	100	1,914,250	100	2,619,652	100	2,293,541	100	2,644,399	100	2,725,070	100	2,311,773	100

Table 2: Specific contributions allocated to the SWAC from 2000-2007

	2000		2001		2002		2003		2004		2005		2006		2007	
	Euros	%	Euros	%	Euros	%	Euros	%	Euros	%	Euros	%	Euros	%	Euros	%
Austria	36,336	3.8														
Canada															15,574	4.2
France	60,980	6.3					75,040	19.1			150,000	33.4	150,000	48.3	20,000	5.4
Italy			77,475	100												
Japan							277,000	70.5	33,898	51.4						
Luxembourg (f)									32,000	48.6	121,886	27.1			166,336	45.1
Netherlands	453,780	47.1			434,381	100										
Portugal	30,185	3.1														
Switzerland (g)											129,086	28.7	119,108	38.3	119,108	32.3
United Kingdom	76,224	7.9					21,414	5.4								
USAID	306,423	31.8														
ECOWAS											27,052	6.0				
IDRC							19,618	5.0			21,064	4.7				
OIF															15,000	4.1
UNDP - NEW YORK (h)													18,369	5.9	18,369	5.0
UNDP - NIGER															14,695	4.0
UNOWA - MALI (i)													23,392	7.5		
sub-total	963,928	100	77,475	100	434,381	100	393,072	100	65,898	100	449,088	100	310,869	100	369,082	100

Comment

(f) 2004 contribution paid in 2005. In January 2007, Luxembourg providing funding for financing the Head of Medium and Long-Term Development Perspectives Unit for two years (2007-2008). The amount of this contribution approved by the OECD Council in 2007 is 332,671€. This amount has been split into 2 years.

(g) Switzerland providing funding for a young professional for 3 years (mid 2006-mid 2009). The amount of this contribution approved by the OECD Council in 2006 is 357,324€. This amount has been split into 3 years.

(h) UNDP contribution for 2006-2007 accepted by Council in 2007

(i) Reimbursement from UNOWA for Sikasso Meeting considered as specific contributions according to OECD Financial Rules and Regulations.

Table 3: General resources and specific contributions allocated to the SWAC from 2000-2007

	2000		2001		2002		2003		2004		2005		2006		2007	
	Euros	%														
Austria	72,924	3	36,336	1	36,336	1.5	36,336	1.2	40,000	1.7	40,000	1.3	40,000	1.3	40,000	1.5
Belgium			247,882	9	123,945	5.3					125,000	4.0	125,000	4.1	125,000	4.7
Canada			686,021	25	373,559	15.9	355,000	11.8	315,020	13.4	512,020	16.6	602,900	19.9	683,428	25.5
Denmark	137,586	6	138,447	5	138,344	5.9	138,344	4.6								
France	289,654	12	76,225	3	76,225	3.2	475,040	15.8	400,000	17.0	600,000	19.4	700,000	23.1	470,000	17.5
Germany	255,657	10	255,649	9	255,645	10.9	260,000	8.6	260,000	11.0	260,000	8.4	260,000	8.6	220,000	8.2
Italy	77,475	3	155,224	6	100,000	4.3	100,000	3.3			100,000	3.2				
Japan							277,000	9.2	33,898	1.4						
Luxembourg			12,395	0	12,395	0.5	12,395	0.4	44,395	1.9	151,886	4.9	100,000	3.3	266,336	9.9
Netherlands	739,652	30	285,880	10	434,381	18.5	550,000	18.3	500,000	21.2	500,000	16.2	400,000	13.2	300,000	11.2
Portugal	30,185	1	15,092	1												
Switzerland	218,459	9	229,436	8	237,577	10.1	237,577	7.9	225,225	9.5	354,311	11.5	340,532	11.2	340,527	12.7
United Kingdom	76,224	3					161,414	5.4	213,885	9.1	214,654	6.9	221,979	7.3		
USAID	504,500	21	533,572	20	560,224	23.9	390,000	12.9	327,016	13.9	187,500	6.1	203,767	6.7	187,500	7.0
World Bank	49,546	2	53,357	2												
ECOWAS											27,052	0.9				
IDRC							19,618	0.7			21,064	0.7				
OIF															15,000	0.6
UNDP - NEW YORK													18,369	0.6	18,369	0.7
UNDP - NIGER															14,695	0.5
UNOWA - MALI													23,392	0.8		
Total	2,451,862	100	2,725,516	100	2,348,631	100	3,012,724	100	2,359,439	100	3,093,487	100	3,035,939	100	2,680,855	100
checkline to be hidden	2,451,862	200	2,725,516	200	2,348,631	200	3,012,724	200	2,359,439	200	3,093,487	200	3,035,939	200	2,680,855	200

Comment :

1. Costs for seconded experts from Cooperation agencies are not included since they are paid directly by their Member Governments. In 2000 there were four experts, two of whom were paid by their respective Governments, Netherlands and Germany. Since that date Germany has continued to pay for the Deputy Director (approximately 150,000 € per year) up until her retirement in July 2006. From November 2001-May 2004 the Italian Government paid for a young professional: after that date she was financed by the Sahel and West Africa Club until her departure in August 2006. In 2006 Switzerland provided funding for a Young Professional from Africa for a three-year period. In 2007-2008 Luxembourg provided funding for a Head of Unit.

2. Multi-year contracts for core contributions: **Canada** (2006-2010), **Germany** (2003-2006) contract for 2007-2008 is underway, **Switzerland** (2006-2008), **Netherlands** (2005-2007), **USAID** (2005-2007) and **UNDP** (2006-2007) for a specific contribution.

Table 4: Expenditure for general resources 2000 - 2008

	Income (general resources, publications income and carry-forwards from previous year)	Expenditure on general resources	% spent of budget
2000	2,037,225	1,894,688	93
2001	2,657,405	1,862,128	70
2002	2,758,815	2,480,382	90
2003	3,226,033	3,059,540	95
2004	2,822,368	2,748,892	97
2005	2,936,942	2,859,629	97
2006	3,086,483	2,991,315	97
2007 (a)	2,406,941	2,340,085	97
2008 (b)	1,679,273	2,037,000	121

(a) Total income foreseen. Foreseen expenditure on personnel, communication and general management of the SWAC, as of August 2007.

(b) Contributions as known in August 2007. Foreseen expenditure for personnel (less 5 posts) and general management of the SWAC (including increase in overheads).