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Organisation for Economic Co-operation and Development
Sahel and West Africa Club

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English - Or. French

**SAHEL AND WEST AFRICA CLUB
STRATEGY AND POLICY GROUP**

**SWAC/GOP(2011)2
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**ACTIVITIES AND BUDGET REPORT (JANUARY-DECEMBER 2010) OF THE SAHEL AND WEST
AFRICA CLUB SECRETARIAT/OECD**

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SAHEL AND WEST AFRICA CLUB SECRETARIAT
ACTIVITIES AND BUDGET REPORT (JANUARY - DECEMBER 2010)

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SWAC/GOP(2011)2

INTRODUCTION

2010 was the year of reform. The Secretariat spent a great deal of time holding dialogue with the Members, facilitating the work of the Steering Group on the Future of the SWAC, developing new statutory documents, and reflecting on the 2011–2012 work programme.

The Secretariat has sought to implement the recommendations of the Strategy and Policy Group (SPG), in particular:

1. Not to undertake new, specific programmes in 2010 and to conclude the specific programmes under way. More generally, it seemed necessary not to undertake activities that could extend far beyond the end of the year, the objective being to dedicate all the Secretariat's resources to the 2011-2012 work programme, as decided by the SPG. As a result, expenditures on general resources were less than expected. In addition, the fall in the value of the euro generated a revenue surplus of 160 000 EUR. In total, the Secretariat expects a budget surplus of around 300 000 EUR, which will be carried over into the 2011-2012 budget (point III).
2. To carry out, from 2010, an operational programme in direct collaboration with another OECD Directorate. The Secretariat has conducted a joint programme with the OECD Directorate for Financial and Enterprise Affairs (NEPAD-OECD Africa Investment Initiative) to implement the recommendations of the SWAC's Forum on "Pressures on West African land" (see item 1.1.3.).

On the other hand, the Secretariat has begun to introduce the principle of "South-South co-operation" by involving new economic powers from the southern hemisphere in the work of the Club. This had been discussed in great detail by the SPG in December 2009. The 2010 Forum (Accra, 7-8 December) provided first results (see item 1.2.). Furthermore, contacts are underway with the Government of Brazil with the support of the OECD Centre for Co-operation with Non-Members (CCNM).

I. PRIORITIES

1.1. Negotiating the Charter for Food Crises Prevention and Management in West Africa and co-managing the RPCA

The Charter negotiation process began in February during a planning meeting with the ECOWAS Commission and the CILSS Secretariat. The ECOWAS Commission confirmed a financial commitment of over 245 000 credit units (UC) of ECOWAS accounts in 2010 to supplement the funds provided by the SPG in December 2009 (150 000 EUR) and by the CILSS. A team of three facilitators and a communications specialist was established. In April, the Chairman of the DAC/OECD met with a delegation from the SWAC Secretariat, the ECOWAS Commission and the CILSS, and agreed to a presentation of the process to the Development Assistance Committee (DAC) (date to be confirmed). By the end of December, a dozen out of 17 scheduled national dialogue workshops had been held. These workshops enjoyed the active participation of governments, professional organisations, civil society and technical and financial partners. Several suggestions were made for the finalisation of the draft Charter. Alongside these national processes, dialogue with international partners continued, including at the following: i) the 36th session of

the Committee on World Food Security, 11-14 October, in Rome; ii) the meeting of the group of NGOs on the revision of the Food Aid Convention; iii) the European Union's humanitarian aid department.

The restrictive meeting of the RPCA (Paris, 8-9 April 2010), confirmed that the East Sahel region is facing a serious food and nutrition crisis. Members of the RPCA proposed a number of possible responses to the current situation. The RPCA requested that ECOWAS organise a special meeting of Ministers responsible for agriculture, commerce, social and/or humanitarian affairs. Held on 17-19 May 2010 in Lomé, the meeting resulted in decisions to provide aid to Niger and, more generally, to fight food insecurity in the East Sahel region, such as facilitating the movement of herds and removing barriers to the free circulation of food crops from areas with a surplus to areas with a deficit. At the meeting, several countries announced they would be sending food aid to Niger. The Ministers also insisted on the need to accelerate the development of regional trade infrastructure and a regional market for food crops. They also reaffirmed their wish to design a regional strategy for unified management of food security stocks.

Despite a good harvest (almost 60 millions of tons of cereals), the 26th annual RPCA meeting (Accra, 14-16 December) highlighted: i) a rise in agricultural prices (in particular for rice) on the global market threatening the food security of households with weak incomes; ii) an extremely high level of malnutrition in most countries; and iii) a particular strong risk for households that were affected by the pastoral crisis of the past two years and flooding in 2010. Moreover, the RPCA aims to put in place specific support tools designed to assist pastoral communities. Animal production, the forestry and halieutic sectors need to be analysed and fully integrated within vulnerability studies.

1.2 Forum 2010: "Regional solidarity to address food crises"

West African countries wish to set-up regional tools and increase regional solidarity in response to regularly occurring food shortages. In co-operation with regional partner organisations (CILSS, ECOWAS, UEMOA), they aim to set-up a network of companies and offices responsible for the management of food stocks (RESOGEST). With the theme of South-South co-operation, the SWAC Forum provided an opportunity to draw lessons from similar initiatives that have been implemented in other regions, in particular:

- The *SADC Regional Food Reserve Facility*;
- The *ASEAN+3 Emergency Rice Reserve* (+3=China, Japan and South Korea);
- The *Latin American and Caribbean Emergency Response Network (LACERN)*.

The Forum, held in Accra on 7-8 December, brought together some 100 participants. The following recommendations emerged from the debate:

- Setting-up emergency food reserves by privileging the use of local products;
- Using a participative, learning-by-doing approach;
- Design institutional arrangements that guarantee the effective use of different levels (local, national, regional > principle of subsidiary);
- Take all decisions on the basis of carefully conducted economic and technical analyses.

The Forum also produced a roadmap for the progressive implementation of the RESOGEST initiative:

- **West African political commitment:** official launching of the RESOGEST initiative by West Africa's regional organisations (ECOWAS, UEMOA, CILSS);
- **Technical feasibility studies and pilot initiatives:** networking of existing national offices in charge of food stock management, information-sharing system to share best practices, regular meetings, setting-up of a regional food reserve at an embryonic stage;
- **Communication and political lobbying** within the region and at the global level: (G8, G20, Committee on World Food Security, parliamentary initiative (within the Inter-Parliamentary Union - IPU) to facilitate the implementation of RESOGEST, South-South network for information-sharing between West Africa and other regions.

The RPCA is in charge of monitoring progress made in the implementation of this roadmap.

1.3. Support for regional policies

The main activities defined by SPG concern the livestock sector, cross-border co-operation and pressures on West African land. The SPG also asked the Secretariat to provide support to socio-professional organisations and West African civil society. The budget allocation from general resources to conduct these activities is 90 000 EUR.

1.3.1. Livestock

The SWAC Secretariat supported the ECOWAS Commission in creating an action plan which was approved by the Ministers in charge of livestock, trade and food security at a meeting in Niamey in February 2009. A joint review with ECOWAS, UEMOA, ROPPA, *Association for the Promotion of the Livestock in the Sahel and the Savanna* (APESS) and the Confederation of Traditional Livestock Farmers (CORET) was expected to launch the process. After consultation with its partners, the Secretariat decided not to move forward on this issue, which would risk committing it beyond the end of the year and conflicting with the start of the 2011-2012 work programme. No financial commitment was made.

1.3.2. Cross-Border Co-operation

This activity is covered by the "Cross-Border Co-operation Guide" financed by a specific grant (see point 2.1.).

1.3.3. Pressures on West African land (implementation of the roadmap presented at the SPG Forum on 9 December 2009 in Bamako)

Three activities were launched based on the roadmap:

- a) The OECD Policy Framework for Investment (PFI) applied to agriculture in Burkina Faso: the objective is to develop integrated investment frameworks that are attractive to investors and local farmers alike. Following the Bamako Forum, Burkina Faso decided to conduct a pilot project whose results will be shared with other countries in the region. In reply to this request, the Secretariat worked jointly with the NEPAD-OECD Africa Investment Initiative (Directorate for Financial and Enterprise Affairs – DAF/OECD). A Steering Group on the Policy Framework for Investment in Agriculture (PFIA) and a technical team has been established in Burkina Faso. The questionnaire used by the OECD to conduct the evaluation has been adapted to the agricultural context and priorities of Burkina Faso. The draft PFIA document is available. The final results will be integrated into the Burkinabe's framework law for agriculture, currently in development.

The Burkina Faso Minister will present the key findings of this exercise at the OECD Investment Ministerial Meeting scheduled for April 2011.

b) Take into account West African concerns in global debates and in the definition of global standards:

- i. For the first time, a representative from ECOWAS participated at the OECD Investment Committee's Freedom of Investment Roundtables, organised by DAF/OECD at the OECD headquarters on 26 March 2010. One of the conclusions of the roundtable was to include the issue of land investment in the revision of the OECD guidelines on investment. These guidelines are notably: [OECD Guidelines for Multinational Enterprises and the OECD Risk Awareness Tool for MNEs in Weak Governance Zones \(WGZ Tool\)](#).
- ii. A SWAC-OECD working session brought together an expert from Burkina Faso responsible for land reform policies, an expert from the Economic Commission for Africa in charge of investment in land, the UN Special Rapporteur on the right to food, representatives from DAF and OECD Delegations. The theme of the working session was: "*Land Investment in West Africa: Regional Perspectives and Global Challenges*". It focused on how to use the OECD investment guidelines to develop and take into consideration West African realities.

c) Regional study on regulatory frameworks for land transactions in West Africa

Drawing on five case studies (Burkina Faso, Ghana, Mali, Niger and Senegal), preliminary results and policy recommendations for decision-makers were discussed at a workshop held on 16-17 April 2010 in Ouagadougou, co-organised by UEMOA, CILSS, ROPPA and ECOWAS. A regional summary of the different case studies is currently in development. The results of the analysis will contribute towards further reflection by the West African regional organisations involved in the regional mechanisms for regulating land transactions. They will also contribute to a more global reflection process conducted by the International Land Coalition (ILC) on "*The global commercial pressures on land*". A summary of all contributions to the ILC study (the SWAC Secretariat prepared the chapter on the "*West African Region*") will be published in 2011. Preliminary results were also presented at the "*Global Donor Platform for Rural Development*" meeting (Rome, January 2010), at the World Bank annual meeting on policy and financial administration (Washington, 26-27 April 2010) as well as at the FAO regional consultation workshop on "*Voluntary Guidelines on Responsible Land and Natural Resources Tenure*" (Ouagadougou, 23-25 June 2010).

These activities had a set budget of 95 000 EUR, which was more than the total amount assigned to regional policy. This surplus is, however, covered by the actual general budget (see point III).

1.3.4. Support to socio-professional organisations and West African civil society

The Secretariat supported the *Network of Farmer Organisations and Agricultural Producers of West Africa* (ROPPA) in implementing recommendations made during an evaluation process in 2009.¹ This consisted of technical and financial support (10 000 EUR) to organise the ROPPA Convention (beginning of May) which adopted a number of reforms and set up a new governing board.

¹ The Secretariat played an important role in this evaluation process.

Moreover, the SWAC Secretariat facilitated a roundtable debate with ROPPA partners on 7 December in Accra. A roadmap with priority actions for 2011 was defined which focuses, in particular, on administrative and financial issues. The implementation of this intermediary plan is a precondition to ensure continued commitment and support from ROPPA partners. The SWAC Secretariat was requested to facilitate another roundtable at the end of 2011.

The Secretariat also supported the Billital Maroobé² network in organising a forum from 14-16 April in Gogonou (Benin) on transhumant pastoralism. This activity complimented the preparation of the regional action plan to support the livestock sector (see point 1.3.1).

1.3.5. Reflection of the future of cotton

In 2009, the Secretariat examined how the future of West African cotton is affected by the overvaluation of the CFA franc and subsidies from some developed countries in particular. Consultations with stakeholders provided a critical mass of information and key messages that could serve as a basis for a high level policy dialogue on *“The future of the West African cotton sector and the feasibility of a regional cotton strategy”*. A synthesis paper is currently being produced.

1.3.6. Regional Agricultural Policy

The Secretariat contributed to the ECOWAS meeting held in Lomé from 1-4 February 2010 on the implementation of the conclusions of the Agricultural Policy and the Comprehensive Africa Agricultural Development Programme (ECOWAP/CAADP). Since 2009, the Secretariat has been in charge of the programme pillar *“Improved management of shared natural resources”* of the *“Regional Programme for Agricultural Investment”* (PRIA). The Secretariat also jointly led with CILSS the programme pillar on *“Prevention and management of food and nutritional crises and other natural disasters”*. These activities did not require any financial contribution.

1.4 Reflection process on the future of SWAC

This process was conducted by the Steering Group on the future of SWAC in accordance with the decision of the SPG in December 2009. The Secretariat supported the Group by drafting preparatory documents, producing synopses, facilitating exchanges between members of the Group, recruiting experts, and by organising three meetings. In June, the SPG discussed a report produced by the Steering Group which described the whole process and presented the results. The SPG amended the GTAC's proposals and produced new versions of the draft Mandate for the Club and the draft Memorandum of Understanding between the Club and the OECD. On this basis, the Secretariat:

- Finalised the Mandate and the Memorandum of Understanding in close collaboration with the Members and the OECD Directorate for Legal Affairs.
- Prepared, in collaboration with the OECD Directorate of Legal Affairs, a memorandum to inform the OECD Council of the content of the draft Memorandum of Understanding and asked the Council to authorise the OECD Secretary-General to sign it.
- Organised a meeting of Members (19 October) to define and outline the topic of the first reflection cycle on West African futures, and, on this basis.

² Billital Maroobé is a support network for professional farmer organisations based in Niger with regional scope.

- Produced a draft of the 2011-2012 work programme.

The budget for this reflection process was largely exceeded (100 000 EUR instead of 50 000 EUR). This excess is largely explained by the following:

- Instead of two one-day meetings, three two-day sessions (two in Ouagadougou and one in Paris) were held upon the request of the Steering Group.
- It was very difficult to confirm the dates of meetings in advance given the tight schedules of senior representatives from West African regional organisations. Plane tickets were purchased at the last minute at very high prices.
- In addition to the six panel members, the meetings were facilitated by the presence of persons whose contributions were crucial to the process. These additional participants included staff members of UEMOA and ECOWAS, and an OECD lawyer.

1.5. Monitoring, information-sharing and communications

1.5.1. Services for Members and communication tools

The SWAC Secretariat website was revamped to reflect the Club's new governance. It is however still part of the official OECD website and offers easy access to Club news and information about its mandate, areas of work, publications, events and other information sources. Users can also download a weekly NewsBrief.

The West Africa Gateway will serve as a platform for exchanging and sharing information between Club Members and any person or institution concerned by West African issues. As a resource pool, it will include statistics, maps, country profiles, thematic analyses, NewsBriefs to which one can subscribe by RSS feed, a contact and document database, etc. A first version of the Gateway will be launched in the course of 2011. Consultative missions to ECOWAS, UEMOA and other Members are also scheduled in 2011 in order to get their inputs and contributions.

The Newsletter was published four times in 2010. In addition to Club news, the newsletter gives the floor to West African personalities. The newsletter is published in both an electronic version (sent to 2 500 contacts) and a paper version (sent to Club Members, OECD Delegations, West African Ambassadors and other key partners). Additional electronic NewsAlert messages call readers' attention to specific events or recent publications of particular importance. Around 50 people from a variety of backgrounds subscribed to the newsletter in 2010. Online registration is free and open to everyone.

West African Challenges: Launched in 2010, this new series synthesises the state of the debate and addresses various development challenges in the region. In the first edition, published in August 2010, Mehdi Taje, a researcher at IRSEM (Paris Military Academy), analyses vulnerabilities and factors of insecurity in the Sahel. The next three editions will examine the state of African armies, free trade zones and the 2008 rice crisis.

West Africa Observer: This magazine provides quick access to key information on developing political, economic and social trends in West Africa. The electronic version is distributed to an extended network of around 2 500 contacts. The paper version is distributed through a network of contacts in West Africa and OECD member countries. A double edition (July-December 2009) with a special focus on land transactions was published in March.

A new presentation of the Club was prepared. It will be completed after approval by the Members of the 2011-2012 work programme and will include the list of Members. A long version (brochure) will then be prepared. A brochure with maps illustrating the principal regional issues in West Africa was prepared for a meeting organised by the Spanish Presidency of the EU in May 2010 (in English).

1.5.2. Internal/external, press and media relations

Internal communication at the OECD

The Secretariat contributed to the Organisation's main publications on development and Africa ("The OECD active in Africa" brochure, "The OECD and its work on development" brochure, the OECD Global Relations Programme, etc.). It played an active role in updating "**The OECD and Africa**" website). The Club's newsletter and key publications are distributed within the OECD.

Electronic distribution network

In order to reach a wider, more targeted audience, the SWAC Secretariat has developed an electronic distribution network through national and regional contacts (bilateral and multilateral co-operation agencies in West Africa and OECD member countries). Around 500 key contacts were added to the contact database.

Press and media relations

The Secretariat has developed its contacts with the international media and specialised agencies focusing on Africa. Several interviews with Secretariat staff and other Club supporters were broadcast on Africa No.1, RFI, and Deutsche Welle. Two special reports (on climate and security in the Sahel) were published in the French magazine *Diplomatie*. In West Africa, the national dialogues on the Charter for Food Crisis Prevention and Management received extensive coverage in the local media. In order to share these efforts and establish a media network centred on Africa, the SWAC Secretariat intends to work closely with the OECD Development Centre, which has already cultivated good media coverage in OECD member countries.

II. CURRENT SPECIFIC PROGRAMMES

In accordance with the SPG's decision of June 2010, the Secretariat has agreed to close the current specific programmes.

2.1. Cross-Border Co-operation Guide

The Guide proposes a working method and operational co-operation frameworks resulting from discussions with government officials and practitioners from Burkina Faso, Côte d'Ivoire, and Mali as well as from the Commissions of ECOWAS and UEMOA. While responding to strategic key concerns of the ECOWAS Commission, it also builds on proposals from the Cross-Border Co-operation Convention, currently under discussion within the African Union. Drawing on many years of experience of the West Africa Borders and Integration (WABI) initiative network, the guide offers financial and legal tools based on the experience of the mango industry in Burkina Faso and Mali. The work was conducted in collaboration with local authorities and economic operators. It draws on the expertise of focal points within the Malian Ministry of Territorial Administration and Local Communities, the Burkinabé Ministry of Territorial Administration and Decentralisation, West African researchers and the CrossBorder Operational Mission (MOT - *Mission Opérationnelle Transfrontalière* (who work for the development of European regions). This work could serve as a reference to similar approaches in other African countries.

From January to December 2010, the following activities were carried out:

- Analysis and expertise of the MOT and experts from West Africa: interviews with local actors, experts' working session at the premises of the MOT;
- Outline of financial and legal tools: specific work on the mango industry is used as an example.
- Validation workshop on 29 June 2010 in Ouagadougou: it brought together regional representatives, decentralised authorities, Ministers from Burkina Faso and Mali, representatives from the AU, UEMOA and ECOWAS, NGOs and development partners.

Key results of the Ouagadougou workshop were synthesised in a report entitled "*Valorising cross-border experiences: the example of the Burkina Faso-Mali border*" (French). The results of this work (including various maps and other diagnostics) were distributed at the end of 2010 to SPG Members (CD-Rom, French version). A bilingual version complete with more legal texts from Burkina Faso and Mali will be available in April 2011.

These activities were funded by a specific contribution from the Swiss Development Co-operation.

2.2. Support the implementation of the ECOWAS Early Warning System (ECOWARN)

The Secretariat has continued its dialogue with the ECOWAS Department of Political Affairs, Peace and Security. The common reflection was adapted to the developments in the reflection process on the future of SWAC. It therefore took into account the need not to undertake a new programme before the 2011-2012 work programme was defined by the Members. Increasing security problems in the region are a concern for most of the Club Members and should be part of the 2011-2012 work programme (see conclusions of the Working Group meeting on perspectives and the 2011-2012 work programme held in Paris on 19 October).

2.3. Regional initiative to combat the worst forms of child labour on West African cocoa farms

The SWAC launched a joint project with the Inter-Parliamentary Union (IPU) that aims to promote parliamentary action to combat child trafficking and the worst forms of child labour. This two-year project aims to raise awareness of the issues, review existing national, regional and international legal provisions, promote exchange of best practices among West African countries, and identify key policy measures to be taken nationally and regionally.

The International Cocoa Initiative (ICI) has started work on a guidebook on emerging best practices in combating child labour. This guidebook, produced in close collaboration with the SWAC Secretariat, will highlight best practices for practitioners on the ground, national administrations and international partners, and will identify policy recommendations for scaling-up activities and promoting implementation and enforcement of laws.

In addition, the SWAC continues to involve all stakeholders in the co-ordination process around joint regional action. This is accompanied by continuous lobbying efforts in Africa and OECD countries.

This programme is funded by the Belgium Development Co-operation.

2.4. Security implications of climate change in the Sahel (SICCS)

A series of thematic analyses on the potential link between climate variables and security have been carried out. They concern climate change, the history of conflicts including some case studies, an econometric analysis of links between climate and conflict as well as an analysis of the debate on links between security and environmental variables. From these analyses, it can be concluded that:

- The Sahel is one of the regions of the world where the variability of precipitation is the most important. Climate projections for rainfall are highly uncertain. There is a strong need to develop regional climate models and improve short-term forecasting (food security, disaster prevention, etc.).
- There is no possibility of establishing a systematic link between climate variability and insecurity. Other factors, notably socio-economic, political and historical, play an important role in increasing insecurity.

The recommendations highlight the need for the following:

- To improve and develop climate prediction models (intraseasonal and interseasonal, increase the number of weather observation stations);
- To concentrate on human security in terms of the impact of climate change, namely food security and livelihoods, as well as the integration of environmental variables into conflict early warning systems;
- To address and integrate the impacts of climate change in development policies;
- To develop political strategies for better co-ordination and increased dialogue at the regional and international level.

Various thematic publications were produced:

- Security and environmental variables: the debate and an analysis of links in the Sahel, August 2010;
- Security implications of climate change in the Sahel region: policy considerations, draft version, August 2010 (final version to be issued in February 2011)

Building on this work, the Secretariat will prepare a publication in 2011 within the OECD "*West African Studies*" book series.

The programme was funded by the French Ministry of Foreign and European Affairs and the UK Foreign and Commonwealth Office.

2.5. West African Regional/International Migration Observatory

The SWAC Secretariat is continuing its partnership with the IRD (*Institut de Recherche pour le Développement*) as part of the OMAE project ("*West African-international migration observatory for a new co-operation between West Africa and the EU*"). This project is funded by the European Commission (2008 bid, requested by IRD). Work in 2010 concerned a comparative analysis of national and international migration laws. The goal is to understand the interpretations and realities of the free movement of people from a European and West African perspective. A meeting was held on 15 December on "*The Freedom of Movement in West Africa: challenges and issues for ECOWAS and the EU*." The meeting promoted a new statistical tool that could help define independent public policies in Southern countries that respect both the issue of national sovereignty and the rights of migrants. On the basis of this Colloquium, a publication will be produced by the end of 2011 within the OECD "*West African Studies*" book series.

2.6 Second edition of the West African Report

The reflection process on the future of SWAC did not encourage the pursuit of this activity.

III. BUDGET

3.1. Balance sheet on 31 December 2010

The final amount of general resources for 2009 was 2 558 986 EUR. Expenditures on general resources on 31 December 2010 were 1 949 256 EUR. The account balance is 609 730 EUR and a part of it (300 000 EUR) will be transferred to 2011, in accordance with Article 12 of the 2002 Memorandum of Understanding governing the Club.

Table No.1: General resources and expenses (€ 1 000)

I. Resources	
Members contributions	2 189
Appropriations carried forward from 2009	217
Commitments carried forward from 2009	133
Publications income 2010	19
Total resources	2 558
II. Expenses	
<i>2.1. Fixed costs</i>	<i>1 288</i>
Personnel	896
Rent and charges	125
Operating expenditure	32
OECD overheads and IT charges	235
<i>2.2. Variables costs</i>	<i>661</i>
General operations	91
Priority activities	385
Specific programmes	26
Translations, publishing, miscellaneous	43
Commitments carried forward	116
Total Expenses	1 949
Balance of resources and expenses on 31/12/ 2010	609
Appropriations carried forward to 2011 Budget	300
Balance available *	309

*will be tranfered to the SWAC reserve

This surplus is due to:

- The depreciation of the Euro against other currencies (Table 2), which generated an automatic increase in the exchange value in EUR of contributions made in Canadian Dollars and Swiss Francs (+160 000 EUR).
- The depreciation of the USD against the EUR (- 21 000 EUR)

Table No. 2: Contributions to General Resources

1 000 €	Forecast	Actual
Belgium	150	150
Canada	505	625
France	150	150
Germany	220	220
Luxembourg	200	200
Netherlands	300	300
Switzerland	330	370
United States	195	174
Total	2 050	2 189

- Cautious management and the desire not to undertake programmes that could involve major activities in 2011 and 2012, as long as the 2011-2012 work programme has not been defined.
- Efforts to recover, consolidate and use the account balance of previous grants to cover some expenditure (mainly related to the Forum in December) which as a consequence allowed savings on general resources.
- The transfer of 2009 grants that were not used.
- Earnings from 2010 publication.
- Some shares of 2009 financial commitments that were closed upon completion of work.

3.2. Detailed balance sheet by activity

Table No. 3: Detailed budget performance by Activity (€ 1 000)

Activities	A) Budget reajusted June 2010			B) Expenses in 31/12/2010		
	GR	SR	TOTAL	GR	SR	TOTAL
0. General operations	40	0	40	91	0	91
0.1. Statutory meetings	10	0	10	48	0	48
0.2. Missions	30	0	30	43	0	43
1. 2010 Priorities	585	92	677	385	107	492
1.1. Negotiation of the Charter and RPCA	180	0	180	130	0	130
1.2. SWAC Forum	100	0	100	2	98	100
1.3. Support for Regional policies	135	46	181	98	9	107
1.3.1 Livestock	0	6	6	0	3	3
1.3.2. Cross-border Cooperation	5	0	5	0	0	0
1.3.3. Pressures on West African Land	95	0	95	88	0	88
(i). Land Invest. Burkina Faso	45	0	45	40	0	40
(ii). Land Regulation - Initiative conjointe ILC	10	0	10	15	0	15
(iii). WA Land Invest and OECD mechanisms	40	0	40	21	0	21
1.3.4.Support to socio-professional organisations	20	0	20	10	0	10
1.3.5. Future of Cotton	15	0	15	0	0	0
1.3.6 Agricultural policy	0	40	40	0	6	6
1.4. Reflection on the SWAC's future	100	0	100	101	0	101
1.5. Communication	70	0	70	54		54
1.5.1 Services for Members/ Communications tools	40					
1.5.2. Internal/external, press and media relations	30					
2. Specific programmes	70	349	419	26,4	177,6	204,3
2.1. Cross-Border Cooperation Guide	0	42	42	0	34	34
2.2. Early warning system (ECOWARN)	30	0	30	0	0	0,0
2.3. Combat worst forms child labour in cocoa farms	40	200	240	26	103	129
2.4. Security implications of climate change	0	86	86	0	41	41
2.5. West African regional migration database	0	0	0	0	0	0,0
2.6. Second edition of West Africa Report	0	21	21	0	0	0,0
GENERAL	655	441	1 096	502	285	787

GR: General Resources; SR: Specific Resources

The budget performance is generally in line with the forecast, as readjusted last June:

- The budget for "statutory meetings" was underestimated. Furthermore, it also covered costs related to the Working Group meeting on prospective analysis (October 2010) as well as mission costs for Steering Group members to attend the SGP meeting in June 2010.
- The budget for "field missions" was also slightly underestimated.
- In the area of regional policy, it was decided in conjunction with the partners concerned not to move forward on certain activities before definition of the 2011-2012 work programme.
- As was indicated in the annual report presented to the SGP in June, the process of reflection on the future of the Club cost more than expected.

Specific programmes had a surplus of 208 000 EUR on 31 December 2010.

- 95 000 EUR will be paid to the Inter-Parliamentary Union (IPU) which already received an equivalent amount at the beginning of the year. The IPU will cover and finance parliamentary activities in support of the regional cocoa initiative in 2011 (Belgian grant).
- The remaining 55 000 EUR from the SICCS programme will be reserved for the production of final documents, a restitution seminar and the dissemination of results.
- Other one-time activities will be funded in order to close the other specific programmes.