



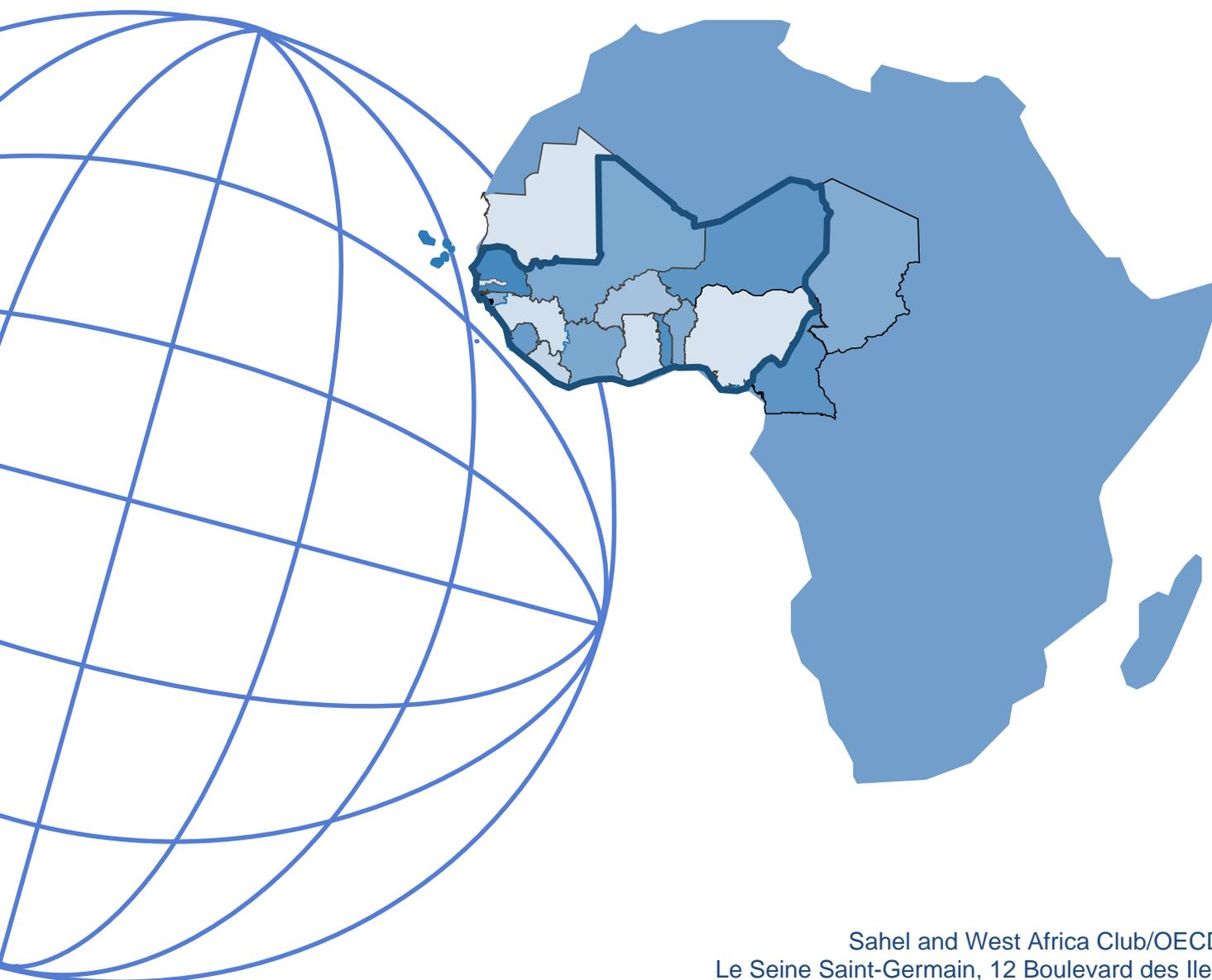
SAHEL AND WEST AFRICA CLUB/OECD

>> **SUMMARY RECORD**



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*Strategy and Policy Group Meeting  
Paris (France), 18 June 2009*



Sahel and West Africa Club/OECD  
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Meeting of the Strategy and Policy Group (SPG)  
of the Sahel and West Africa Club / OECD

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18 June 2009

IEA Conference Room 2  
9, rue de la Fédération  
75015 Paris

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## INTRODUCTION

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The Strategy and Policy Group of the SWAC/OECD met on 18 June 2009 in Paris. The restricted meeting of donor members was held in the morning of 19 June for which a separate summary record has been produced.

The agenda and list of participants are included in Annexes 1 and 2.

The meeting was opened by Mr. François-Xavier de Donnea, President of the SWAC and Mr. Mario Amano, Deputy Secretary-General to the OECD.

After presenting his perception of West Africa, Mr. de Donnea stressed a few points likely to guide the SWAC's work during his presidency:

- The recent, rapid and unpredictable changes attest to the need to provide those who are involved with this region with constant monitoring and analytical tools.
- Although Nigeria is not a recipient of significant international aid, it is however a valued "client" of SWAC cooperation agency members and therefore its influence on the entire region should be analysed and understood.
- The Franc zone as an economic and monetary entity should be taken into account more in the SWAC's work. This zone of almost 100 million inhabitants will undoubtedly play a key role in the West African regional integration process.
- New "players", in particular Brazil, China and India, should progressively be associated with the SWAC's work.
- The SWAC Secretariat should be ready to support West African regional organisations in their strategies to adapt and react to the global economic crisis.
- Since these issues are thus at the top of the agenda, security risks should be debated within the SWAC framework and integrated into other development aspects.
- Closely linked to demographic growth, migration should remain on the SWAC's agenda.

Echoing these remarks, Mr. Amano recalled that all of the OECD's development activities were discussed at the OECD's Council meeting on 25 May. At this time, OECD member countries insisted on the need to improve policy coherence and the coordination of cooperation agencies' actions on the ground as well as the importance of a regional approach to development, an approach which is at the core of the SWAC's concerns.

The interventions of Messrs. de Donnea and Amano are contained in Annex 3.

At the end of these interventions, the Director, the Deputy Director, the Heads of Unit and their colleagues presented to its members:

- The progress of its activities between January 2008 and June 2009 in the areas of communications, medium- and long-term development perspectives, rural transformation, regional co-operation, governance, peace and security.
- The work programme between June 2009 and December 2010 in these same areas.

In addition, specific presentations addressed:

- The impacts of the global economic crisis on West Africa
- The OECD's Africa Portal, the OECD's first regional web portal through which the Organisation's work on Africa is accessible. The SWAC Secretariat played a key role in this tool's implementation.
- The Secretariat's new quarterly publication, The West Africa Observer.
- The first issue of the SWAC/ECOWAS West Africa Report focusing on resources for development.
- The programme on the regional effectiveness of aid which is in the process of being launched.

All of these presentations and documents are available on the SWAC website ([www.oecd.org/swac/spg](http://www.oecd.org/swac/spg)) and our new audio platform: [www.swac.mypodcast.com](http://www.swac.mypodcast.com).

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## SYNTHESIS OF DEBATES

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SPG members underscored and commended the quality of the work presented by the Secretariat. Their analyses and recommendations are as follows:

### The work programme

- Regional integration, the focus of the SWAC's action, is once again generating significant interest. The Secretariat was asked to evaluate the possibility of:
  1. Documenting in detail the progress, success, effectiveness of regional co-operation through concrete examples.
  2. Documenting the comparative advantages of regional action in relation to action at other field levels (national, local)<sup>1</sup>.
  3. Addressing the issue of coherence between donor bilateral and regional action. *The Secretariat notes that the effectiveness of regional aid and coherence between bilateral and regional aid is being addressed through a specific programme. This programme is in operation with the regional dimension of aid being included in the DAC peer review questionnaires.*
  4. Evaluating the possibility of supporting exchanges of experiences and analysing interactions with other African regions and their regional organisations; using the approach with a view towards African integration as is used by the African Union. *Interdependencies with North Africa have been addressed in-depth in the migration dossier. The inter-regional dimension of West African issues will thus be addressed in work carried out by the SWAC.*
- With regard to migration, the Secretariat was asked to consider European Community development strategies that seek to fill the gaps missing from bilateral approaches. It was also underscored that the Secretariat's role should firstly encourage dialogue between West Africa and Europe.

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<sup>1</sup> It was noted that 70.5 % of the AfDB Development Funds were reserved for regional co-operation actions on the strict condition that the comparative advantage of regional co-operation compared to co-operation at the national level be firmly established. The SWAC Secretariat could collaborate with the AfDB on this subject.

- The APF produced an excellent document on monitoring the impacts of the global financial crisis. This document summarises all of the initiatives underway and foreseen to help Africa deal with the crisis. This overview of international initiatives in support of Africa could be capitalised on in the SWAC's work and debates. The impact on migrants' remittances should also be given particular attention.
- Regarding security, drug trafficking should be on the SWAC's agenda. *The Secretariat makes clear that this problem is addressed in the broader framework of new security threats and the hybridisation of risks (trafficking of drugs and weapons, rebellions, terrorism).*
- The agricultural land tenancy issue is crucial and should be addressed by the SWAC. *The Secretariat recalls that for many years, along with West African regional organisations, it has promoted the principle of a land charter. The Secretariat informed the SPG of its participation in the global ILC<sup>2</sup> initiative within which the Secretariat shall play a motivating role.*
- Taking into account the financial constraints it is facing, the SPG asked the Secretariat to set priorities. The choice of priorities must draw on West African regional co-operation strategies. It must also strive to help West Africa *negotiate* its development with the rest of the world, under the best possible conditions.
- Within this framework, SPG members asked the Secretariat to produce documents analysing the impact of activities on the work of West African regional organisations and produce a key sheet for each activity demonstrating its value added with regard to what is being done elsewhere.

#### **The role of the SWAC and its Secretariat**

- The SPG recalled that the SWAC's two main functions are to hold informed and informal debates on development policies with its members from the North and South and to support regional development strategies and West African organisations to implement them. To this end:
  - In order to foster dialogue on development policies, the SPG would like the Secretariat to reinstitute its function as a forum; that it bring together and into contact high-level officials from West African regional organisations, governments of regional countries, co-operation agencies as well as associations representative of the economic field and civil society. Representatives of civil society should participate in SWAC debates. *The SWAC President indicated that this would be one of his priorities.*
  - It was asked that the Secretariat make sure that representatives of West African regional organisations participate systematically in SWAC meetings. *The Secretariat recalled that the ECOWAS and UEMOA Commission as well as the CILSS Executive Secretariat are systematically invited and participate in the SPG meetings, this meeting being an exception due to last minute obligations.*
- SPG members would like the SWAC to develop operational synergies among OECD departments working on Africa. *The Secretariat informed the SPG that this was already underway.*
- Working more closely with new actors, notably Brazil, China and India, should begin progressively and should be initiated with exchanges with research centres. The rapprochement strategy should be debated within the OECD. This approach could draw on the OECD's more global approach in this field.
- In addition, African development banks (BCEAO, EBID, etc.) are also key actors that should be associated with the SWAC's work and debates, in order, firstly, to understand their action and incorporate it into the SWAC's strategic thinking. The same applies for parliamentarians.

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<sup>2</sup> International Land Coalition: [www.landcoalition.org/](http://www.landcoalition.org/)

Finally, the SWAC's enlargement process to new actors should be monitored and not throw the Club off balance, maintaining the prominent participation of West African partners.

- More generally, the SPG would like the Secretariat to develop an *outreach* strategy open to all new potential partners likely to play an integral role within the SWAC. This would include DAC members who are not yet SWAC members.

## Communications

- SPG members acknowledged the progress made over the last eighteen months: the creation of a regular newsletter, the website, the publication series, launching of the West African observer, etc. They asked that a communications policy be developed towards the international media, notably to promote a more positive image of the region and the progress being achieved. *The President indicated that this would be one of his priorities.*
- The SPG praised the creation of the OECD's Africa Portal ([www.oecd.org/africa](http://www.oecd.org/africa)) and commended the Secretariat for playing a pivotal role in its creation. This regional portal is an encouraging step in developing synergies with OECD entities working on Africa, an objective addressed in OECD's Council discussions.
- The Secretariat was asked to produce an evaluation of the impacts of its publications (sales revenue, references in the media, influence on debates and policies) and value added as compared with other publications on Africa produced by the OECD. With regard to this topic, it was noted that the SWAC Secretariat is the only OECD entity producing analyses with a regional perspective. Furthermore, the Secretariat intends to propose a *Regional Economic Outlook* focusing on West Africa. This could be carried out in collaboration with the OECD's Development Centre.
- SPG members acknowledged the usefulness of the *West Africa Observer* in their work. They confirmed that the distribution of the *West Africa Observer* to cooperation agencies in the field has been effective. They would like it to be more widely disseminated in West Africa as well as in OECD countries and encourage it to be taken up in key media outlets.

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## CONCLUSIONS

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Mr. de Donnea, President of the SWAC, noted the concern widely expressed by SPG members with regard to the systematic participation of high level officials from West African regional organisations in SWAC meetings. While recalling that the SWAC Secretariat works with these organisations on a daily basis, he stated that he would take action in this direction. He indicated that the next SPG meeting could be organised in Bamako in December in conjunction with the 25th anniversary meeting of the Food Crisis Prevention Network.

He also stated that new SWAC members would be actively sought. This would involve inviting to the Bamako meeting representatives of large development banks and some Asian and Middle East research centres working on Africa. He informed the SPG of his intention to greatly involve parliamentarians in the SWAC's work and debates. To this end, the Belgian Government would finance a collaboration programme between the SWAC Secretariat and the Inter-parliamentary Union (IUP – [www.iup.org](http://www.iup.org)).

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## ANNEX 2: AGENDA

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Thursday 18 June 2009

- 09.10 – 09.25 Introduction  
Mr. François Xavier de Donnea, *President of the SWAC*
- 09.25 – 09.35 Intervention by Mr. Mario Amano  
*Deputy Secretary-General of the OECD and Head of the OECD Development Cluster*
- 09.35 – 10.00 Presentation of the document prepared for the meeting on results achieved, the international crisis and its impact on West Africa, regional efficiency of aid, the website on Africa elaborated by OECD with the contribution of the SWAC.  
  
Mr. Normand Lauzon, *Director of the SWAC*  
Mr. Laurent Bossard, *Deputy Director of the SWAC*  
UEMOA or ECOWAS
- 10.00 – 11.00 Exchange of views with the SPG members on the main results achieved until now: concrete suggestions and recommendations by the SPG members.
- 11.00 – 11.15** *Coffee Break*
- 11.15 – 12.00 Exchange of views between SPG members on the consequences of the international financial crisis and its impact on West Africa and the SWAC. Suggestions, concrete recommendations and decisions.
- 12.00 – 12.45 Exchange of views with the SPG members on all subjects and on the orientations of the SWAC work plan for 2010. Suggestions, concrete recommendations and decisions.
- 12.45 – 13.15 Summary of the morning meeting by the SPG members and conclusions by Mr. de Donnea
- |                                   |
|-----------------------------------|
| <b>13.15 – 14.45</b> <i>Lunch</i> |
|-----------------------------------|
- 15.00 – 17.00 Presentation by the Club Secretariat on the Report on West Africa related to its resources for development; the West Africa website jointly developed by ECOWAS and the SWAC; the Observer on West Africa (new trimestrielle publication analysing the regional situation).  
  
Exchange of views between SPG members on the role of the Club, the context in which it is working and its future. Suggestions, concrete recommendations and decisions.
- 17.00 – 17.45 Summary of the afternoon meeting by the SPG members.
- 17.45 – 18.15 Conclusions by:  
Mr. Normand Lauzon  
Mr. François Xavier de Donnea

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## ANNEX 3: INTERVENTIONS

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### >> OPENING SPEECH BY MR. FRANÇOIS-XAVIER DE DONNEA, PRESIDENT OF THE SWAC

*Dear Colleagues,*

**1) *I would first like to share with you my perception of West Africa, a view greatly influenced by the SWAC's work.***

Until recently West Africa was perceived through natural disasters and internal conflicts. Besides poverty reduction, no other major international issue was on the forefront. No one attempted to have significant political or economic influence over West Africa. Yet two great economic tremors shook the region at the beginning of the 21st century altering the playing field. New wealthy countries emerged on the scene and the prices of raw materials sky-rocketed.

Over the last few years, a growing number of actors have been competing over its oil, bauxite, uranium, iron and phosphates. Brazil, China and India among others are contributing to aid and investing in the regional market where the lack of consumer purchasing power is compensated by sheer volume.

These new actors impose fewer demands and restrictions than do the traditional partners. Their transactions times are shorter and they are building roads and airports faster for less money. West Africa's situation has thus changed. Brighter economic opportunities are redefining West Africa, opening up new horizons and allowing West Africans to negotiate from a position of strength. No one could have guessed these possibilities years ago.

Nigeria is gaining ground economically and politically. Its agriculture, industry and services are rapidly developing under pro-active public policies. Its restructured banks are seeking to conquer the West African and continental markets. Its ambitious telecommunications satellite programme has been successfully launched.

The events of 11 September 2001 and its aftermath also changed the region's geo-strategic position. It is no secret that the Sahel is home to active Al Qaeda-linked terrorist cells and the development of large-scale international drug trafficking.

The financial crisis along with the international economic crisis clearly impacted the region. We will have the opportunity to discuss further the weaknesses and dangers due to this crisis. I would like to emphasize a point that gains little attention: West African authorities are reacting lucidly despite their limited means. In particular, the two big central banks, the BCEAO for the Franc zone and the Central Bank of Nigeria, are quickly taking measures to guarantee bank liquidity. In some ways, the financial crisis has strengthened the UEMOA zone and Nigeria as the region's two large economic areas.

Finally, all the progress has not resolved the structural weaknesses such as food insecurity, democratic development, and climate change, among others.

2) ***This brief and incomplete overview of West Africa leads me to the conclusion that the SWAC must maintain its cardinal virtues of flexibility and adaptation to help its members understand the course of the issues and to take stock of new aspects of West African development. It seems to me that:***

- The recent evolutions which I have just mentioned, such as climate change, affirms the need for those who are interested in the region to have access to permanent monitoring tools and analyses. The first issues of the SWAC's quarterly "West Africa Observer" is now available and we welcome your remarks and suggestions. We would also welcome your thoughts, comments and recommendations on the West African Information Gateway, which has been co-developed with ECOWAS.
- Although Nigeria does not receive much international aid and is not a preferential "client" of SWAC member co-operation agencies, it should be analysed and understood. What is happening and what will happen in Nigeria shall increasingly impact and influence the development of all other West African countries. I believe that the SWAC's analyses of Nigeria constitutes significant value added.
- The Franc zone, as an economic and monetary grouping, should be increasingly taken into account in the SWAC's work. This zone of 100 million inhabitants plays a key role in the West African regional integration process.
- The new players – Brazil, China and India – should progressively be associated with, even incorporated into, the work of the SWAC. It is important to better understand and monitor their strategies and actions to be able to engage them in dialogue.
- West African regional organisations should be able to rely on the SWAC to seek assistance in defining and implementing their strategies in order to face the effects of the global economic crisis. To this end, the Secretariat's programme of work should be able to adapt to respond to these requests.
- Because these issues are thus at the top of the agenda, security risks should be debated within the SWAC and incorporated into other development aspects.

3) ***Over these last few months, I can attest to the tremendous and useful work accomplished by the SWAC Secretariat as well as its specificity.***

Its great value added lies in:

- The priority that it gives to the regional dimension of development of West Africa in the medium- and long-term.
- Its close co-operation with many international and regional organisations including the African Union, the CILSS, ECOWAS and the UEMOA.
- Its close relationship with research centres in the region and in developed countries.
- Its heightening of the role and voice of civil society in the region (political parties, youth, women, the media, private sector, associations such as ROPPA).
- Its insistence on the understanding of the region anchored in facts that can serve as references for decision-making and action.
- Its balanced perception of the region highlighting the dynamics and drivers of change.

I need not stress this further because I know that you are more familiar than I with this context as well as the SWAC Secretariat's qualities.

Allow me, as a Belgian politician, to quickly touch on the initiative on combating the worst forms of child labour on West African cocoa farms. I would like to underscore that this initiative, developed within the framework of the SWAC at the request of the Belgian Development Co-operation Agency, is in the process of formulating a common position for all the participating parties, international organisations, associations of large chocolate industries, donors, among others. Moreover, there are two reasons why all of these partners wanted to develop this common position within the SWAC framework:

- On one hand, the close connection the Secretariat has with West Africa - notably with regional organisations which are for the first time providing political leadership to this initiative.
- On the other hand, its position within the OECD which provides it with indisputable institutional credibility.

4) ***I must also acknowledge and stress the close collaboration of the SWAC with other OECD Directorates. This partnership prevents duplication and assures effective complementarity in terms of information, analyses and action. I am impressed by this outstanding collaboration that benefits all involved.***

As you know, strategic thinking is underway on the synergies to be developed among all OECD structures working on development. On 25 May, the OECD Council placed this issue on its agenda. We should talk about the results of this discussion.

5) ***I would also like to speak about some concerns which I know we share.***

First, we must make the SWAC better known. We will do our best to increase our visibility and the SWAC Secretariat has given the issue greater priority this year.

Second: the endurance of the SWAC's actions through supported and foreseeable financing. This issue was also examined at the last SPG meeting in December. I will have the opportunity to examine this issue regularly. This year, I intend to visit many of you in your respective countries, accompanied by Normand Lauzon, to give greater visibility to the SWAC as well as to discuss the SWAC's long-term financing. I also aim to enlarge the circle of financial contributors to the SWAC. I believe that we should make contact with new possible partners such as Brazil, China and India as well as a certain number of Middle East and North African countries, keeping in mind the OECD's "outreach" policy.

My third concern is that of assuring regular consultations and exchanges with you on the SWAC's strategic positioning, its long-term value added and thus the evolution of its mission and role in complementarity with other development actors at the local, national, regional, continental and international levels.

We will have the opportunity to have an exchange of views on these various points during this meeting. I would be grateful if you would share with us your comments, suggestions and recommendations to enable us to give greater priority to your points of view, recommendations and concerns.

Thank you.

## >> **OPENING SPEECH BY DEPUTY SECRETARY-GENERAL TO THE OECD, MR. MARIO AMANO**

Dear Colleagues,

I am very pleased to participate in this important meeting to exchange views on a number of issues of interest to West Africa, OECD, the developed countries and the Sahel and West Africa Club (SWAC) attached to OECD.

I wish to thank you all for being here with us today. This attests to the importance you attach to West Africa and to the role played by the Sahel and West Africa Club.

Today I would like to address three main issues:

1. The global financial crisis and its impact on West Africa
2. The OECD position vis-à-vis the SWAC and other structures working on Africa
3. The SWAC's future and its way forward.

### The Global Financial Crisis

The OECD has reacted quickly to the financial and economic crisis and is helping governments chart a way through the crisis with a strategic response designed to create a stronger, cleaner and fairer global economy for the future. This will be the main thrust of the discussions at the meeting of the OECD Council at Ministerial level next week.

Development is amongst the key priorities of the OECD Strategic Response and the Organisation has led in taking early steps to limit the risk of the financial crisis becoming an aid crisis: at the joint initiative of the OECD Secretary-General and DAC Chair an *"Aid Pledge"* was agreed by DAC members in which they reaffirm their aid commitments and agree to maintain aid flows in line with these commitments.

The various facets of OECD work on Development have been reviewed during a recent meeting of the Council, last month. On this occasion, a high priority has been given by our member states to strengthening further policy coherence, the co-ordination of our efforts on the ground, and the implementation of the Paris Declaration and of the Accra Action Plan. The discussion also highlighted the importance of the regional dimensions of development and aid effectiveness to complement what is being done at the local, national and international levels. Whether we talk about the achievement of the Millennium Development Goals (MDGs), environment, climate change, food security, trade, the development of the private sector, prospects for the youth, migration, peace and security we have to make sure that regional co-operation between the countries we are working with is given an important priority. Indeed, the issues that I have mentioned are cross-border and they have to be tackled through joint and complementary efforts.

I think it is useful to keep this broader context in mind in the course of today's discussions, because I feel strongly that at a time when we need rapid, focused and well co-ordinated reactions, responsive organisations like the SWAC, with its wealth of experience and connections should be called by development partners to play an ever more important role.

## The OECD position vis-à-vis the SWAC and other structures working on Africa

The SWAC attaches high priority to amplifying the voices and opinions of Africans so that they can effectively be heard. The SWAC has also strengthened its partnership with OECD Directorates. I would like to highlight the dynamic role played by the SWAC as a member of the OECD Development Cluster for which I am responsible. For example, the SWAC Secretariat played a driving role in the building of the new OECD and Africa website which will be presented to you today in the afternoon. This Africa platform has the added value of harnessing all information related to OECD's work on Africa and thus facilitating the sharing of information across the various OECD Directorates in an effort to contribute to the co-ordination of horizontal activities. This and many other examples illustrate that the SWAC is committed to co-ordination and results-based partnerships with other OECD Directorates.

I am also very pleased to see that the SWAC has intensified its co-operation with other partners such as the African Development Bank, the African Union, the CILSS, ECOWAS, ENDA Diapol, ROPPA, UEMOA, UNECA, UNOWA, as well as civil society, the private sector and many others. More information on these important initiatives taken in this regard will be provided during the meeting.

The Sahel and West Africa Club is playing a crucial role in providing a more balanced reading of West Africa. The SWAC along with its African development partners is promoting a prospective vision of West Africa which focuses on the identification of the dynamics of change as well as the drivers of change while at the same time taking into account the problems and challenges of the region. Indeed, this region should not be perceived as stagnant, but rather as a region in constant evolution capable of significant adaptation and progress. This region should be more fully recognised by the international community as a significant strategic partner.

The regional integration process to which the African Union, the CILSS, ECOWAS, UEMOA, and many others are dedicated is an important challenge. With an ever increasing population, moving ahead with regional integration in a more focused, results oriented manner, becomes every day more necessary to address issues such as governance, employment and migration, investment, trade, poverty reduction as well as the prospects for the youth and the attainment of the Millennium Development Goals. The joint work carried out with ECOWAS, the SWAC and other partners on food security, cross-border co-operation, peace and security attests to SWAC's specificity and its value added in support of the efforts of both donors and development partners in West Africa. The Sahel and West Africa Club has been very active in several areas including the promotion of a regional approach to the development of the region, the affirmation in various fora, based on sound analysis, that the regional dimension is an important tool to ensure aid effectiveness and complement work which is being done at the local and national levels. This includes the revision of the food charter -- a landmark initiative in which the SWAC is playing a leading role and that could set an example for other regions -- and the analysis of the migration situation in West Africa, which illustrates clearly the useful role of the SWAC as an interface between the North and the South, including on difficult issues. Other activities are the production of various Atlas chapters in support of the regional integration process, the promotion of peace and security within the region and the production of regular information Notes, helping to guide the reflection and action of donors and partners on priority issues.

The SWAC has finalized the first issue of the West Africa Report on the available resources to be mobilised in West Africa, such as human, financial, natural and cultural. I must underline that the SWAC, notably since Accra, has continued to play a leading role within the OECD to promote the regional dimension of development in the context of our ongoing efforts towards improving aid efficiency.

You will have an opportunity during this meeting to exchange views on the results achieved by the SWAC in 2008 and on what the SWAC intends to do in 2009. We look forward to your active guidance and advice in ensuring the Club's continuing relevance to your own development priorities and concerns.

#### The future of the Club and its way forward

Like anyone today, we are all, the SWAC as well as the OECD itself, constantly challenged by the need to adjust our products, approaches and working methods to a rapidly -- and sometimes brutally -- changing global environment.

The SWAC is aware of its continuing obligation to be results-oriented and to respond efficiently to the most pressing needs of its members and development partners. Accordingly, the SWAC has made renewed efforts to strengthen its partnerships with various institutional and civil society actors, while opening new avenues through joint, focused initiatives with partners from the North and the South.

With regard to communications to which you attach high priority, I hope that you will concur with my assessment that the SWAC has made significant progress. It is determined to intensify further its action in this key area.

As you know, for the time being, a major concern of the SWAC and its Secretariat and of the management of the OECD itself, is to secure sustainable funding in order to continue to deliver concrete results that benefit the region and its population. Your timely and sustained contributions to the SWAC are of critical importance so as to allow it to play its important role in support of West Africa's development. I sincerely hope that this SPG meeting will review thoroughly this issue and agree on a strategic action plan to ensure the sustainability of the SWAC in a medium-term perspective. My colleagues from the SWAC Secretariat will also explain how they are adapting their working methods and products in order to increase their efficiency and the value added of their outputs, and ensure their continuing relevance to your needs and aspirations. We look forward to your full support to these efforts.

I wish you full success in your discussions.

Thank you.