

For Official Use

SAH(2000)1



Club du sahel
Organisation for Economic Co-operation and Development

OLIS : 27-Jul-2000
Dist. : 28-Jul-2000

Or. Fre.

CLUB DU SAHEL

SAH(2000)1
For Official Use

CLUB DU SAHEL SECRETARIAT WORK PROGRAMME 1999

Implementation Report

Declassified

94066

Document complet disponible sur OLIS dans son format d'origine
Complete document available on OLIS in its original format

Or. Fre.

Table of Contents

INTRODUCTION. 1999: A TRANSITION YEAR.....	3
I. FINANCIAL FRAMEWORK	4
<i>I.1 Budget implementation</i>	<i>4</i>
<i>I.2 Aid agency contributions: the problem of covering the full 1999 budget.....</i>	<i>6</i>
II. THE PROGRAMMES.....	7
<i>II.1 Sustainable rural development and food security (DRSAD).....</i>	<i>7</i>
<i>II.2 Decentralisation and local development.....</i>	<i>8</i>
<i>II.3 Integrating the Sahel into Africa and the World (ISAM).....</i>	<i>9</i>
<i>II.4 Reform of aid policy and practices</i>	<i>10</i>
<i>II.5 Core functions.....</i>	<i>11</i>
III. APPENDIX - WORK PROGRESS TABLES	13

1999 Work Programme Implementation Report

INTRODUCTION. 1999: A TRANSITION YEAR

This report on implementation of the Club du Sahel Secretariat's 1999 work programme is a direct outcome of the Secretariat's commitment to keeping partners and donors informed of Secretariat activities, how funds have been used and the results of the work.

Earlier stages in the process were the presentation of the three-year work programme for 1998-2000 approved in 1998, the monitoring and evaluation report for 1998, and the formulation of the 1999 programme and its approval by the Strategy and Policy Group in February 1999. There was also a half-term review in August 1999.

The report is structured as follows:

1. A brief presentation of the financial situation - budget and actual expenditure compared with contributions actually received;
2. A brief account of the year's highlights and a summary of each programme;
3. Outputs (see Appendix) giving details of tasks performed and a summary table of costs.

1999 was a year of transition for the Secretariat; the new Director arrived and several advisors on the Club team changed. The Club Secretariat moved offices; the entire team is now in one place, which has much improved internal communication and teamwork. The framework, methods and orientation of the Club and Secretariat's work have begun to adapt to the new situation in which the African partners' institutional capacities have improved; civil society and local elected officials in the Sahel and the rest of Africa have become more powerful and Africa has to face the challenge of finding its place in the emerging global institutions, agreements and economic mechanisms.

Efforts were also undertaken to improve synergy among Secretariat members, to meet the demands of the Club's partners:

- a multidisciplinary and multicultural team was formed and the Secretariat played a greater part in selecting seconded administrators;
- co-operation agreements with some agencies were renegotiated to make sure the same management methods are applied in all cases;
- the Secretariat began updating its procedures to bring management methods into line with OECD's administrative and regulatory framework;
- the Secretariat began to introduce the staff performance management programme adopted by the OECD.

I. FINANCIAL FRAMEWORK

I.1 Budget implementation

The budget planned for 1999 was FF 18,042,600, consisting of a Secretariat budget of FF 8,004,600 and a Working Group budget of FF 10,038,000.

Overall commitments for 1999 were FF 16,632,400, i.e. 92.2% of the planned amount. Table 1 below shows the budget and actual consolidated expenditure for the Secretariat and the Working Group, for each activity. Although this presentation makes it easier to assess resource use, it was difficult to establish for 1999 because of the financial system then in operation. The new accounting system being introduced in 2000 will make the exercise easier and the Secretariat intends to refine and improve the presentation of its budget and expenditure per activity, to make financial reporting more transparent and so make it easier to define priorities.

Table 1. **Budget and actual expenditure, Secretariat and Working Group combined, by programme and activity**

(000s French Francs)

	Budget 1999		Expenditure		Exp./ /Budget %
	amount	% of budget	amount	% of budget	
DRSAD	2993	16.6%	2819	16.9%	94%
701: Knowledge and info	1154	6.4%	504	3.0%	44%
702: National processes	819	4.5%	1013	6.1%	124%
703: Improving practices	1019	5.6%	1302	7.8%	128%
Local DEVELOPMENT	2902	16.1%	2496	15.0%	86%
711: Ecoloc knowledge	1016	5.6%	1067	6.4%	105%
712: African management	922	5.1%	620	3.7%	67%
713: Summary reporting and dissemination	703	3.9%	736	4.4%	105%
714: Grassroots initiatives	261	1.4%	74	0.4%	28%
ISAM	1325	7.3%	1067	6.4%	81%
721: Sahelian particip. in international fora	575	3.2%	728	4.4%	127%
722: West Africa Forum	750	4.2%	340	2.0%	45%
RPPC	1794	9.9%	1483	8.9%	83%
731: Overall view of aid system	832	4.6%	466	2.8%	56%
732: Promoting co-op methods	962	5.3%	1016	6.1%	106%
CORE FUNCTIONS	6115	33.8%	5988	36.0%	98%
741: Club steering, member follow-up	2310	12.8%	2789	16.8%	121%
742: Summarising and disseminating knowledge	1328	7.3%	826	5.0%	62%
743: Capacity building for regional partners	906	5.0%	495	3.0%	55%
744: Secretariat management	1571	8.7%	1878	11.3%	120%
Misc. and contingencies	397	2.2%	263	1.6%	66%
Structure costs	2516	13.9%	2516	15.1%	100%
Total	18042	100.0%	16632	100.0%	92%

Club administrators on secondment are paid directly by their agencies, so their salaries are not included in the Club accounts. Table 2 shows these additional resources per programme in 1999:

Table 2. **Administrators on secondment, paid directly by their agencies**
Assessment by programme, 1999

(000s French Francs)

	Germany		Netherlands		Total cost
	No. of months	Estimated cost	No. of months	Estimated cost	
DRSAD	6	525	0	0	525
LOCAL DEVELOPMENT	2	175	3	263	438
ISAM	0	0	0	0	0
RPPC	0	0	1.5	131	131
CORE FUNCTIONS	3.5	306	5	438	744
Total	11.5	1006	9.5	831	1838

Secretariat expenditure amounted to FF 7,999,834, or 99.9% of the budget forecast (see Table 3. below), and Working Group expenditure (see Table .4) to FF 8,632,400, or 86% of the budget forecast.

Table 3. **Secretariat: Budget forecast and actual expenditure 1999**

(000s French Francs)

Item	1999 Budget	1999 Expenditure	Exp. / Budget %
Staff: permanent, auxiliary, allowances	5160	4964	96%
Permanent staff missions	600	660	110%
Consultants and contracts	150	250	167 %
Conferences and meetings	20	1	5 %
Entertainment expenses	30	15	48 %
Operating expenses	986	957	97%
Allowance for overheads	546	546	100%
Documentation	30	25	83%
Repro/trans/inter/publishing	110	256	233 %
Misc. expenses and contingencies	5	4	80 %
Computer hardware	367	321	88%
Total:	8004	8000	99.9 %

Table 4. Working Group: Budget forecast and actual expenditure 1999

(000s French Francs)

Programme title	Budget 1999	Expenditure 31/12 /99	% of Budget/ Expenditure
Sustainable rural development and food security (DRSAD)	2516	2342	93 %
Local development and decentralisation (DLD)	2540	1978	78 %
Integration of the Sahel into Africa and the world (ISAM)	1054	337	32 %
Reform of co-operation policies and practices (RPPC)	1202	891	74 %
Core functions and contingencies (CF)	2726	3084	113%
Total	10038	8632	86%

I.2 Aid agency contributions: the problem of covering the full 1999 budget

Funds actually received in 1999 amounted to FF 13,244,000 (Secretariat and Working Group budgets combined). With FF 1,976,000 carried over from 1998 for Secretariat expenses, the total of available funds was FF 15,220,000.

Expenses in 1999 amounted to FF 16,632,400 (compared to a budget forecast of FF 18,042,600), leaving the Club a *financial deficit of FF 1,412,000 for 1999 to be financed from reserves*.

Tables 5 and 6 below give details of the contributions received in 1999, by country, for the Secretariat and Working Group budgets.

Table 5. Contributions to Secretariat Budget

(000s French Francs)

Country	1995	1996	1997	1998	1999
Germany	1	1020	1020	838	838
World Bank	0	0	0	0	325
Belgium	113	120	120	0	0
Canada	1791	1575	1688	1845	915
Denmark	191	223	213	220	220
France	1300	1300	1300	1600	1300
Italy	0	0	0	290*	283
Netherlands	690	798	780	772	772
Portugal	0	0	0	198	198
United Kingdom	0	0	0	*	469
Switzerland	350	320	300	618	350
USAID	3025	2640	2750	870	1187
Total	7461	7995	8170	7251	6857
Carried over 1998 to 1999					1976
1999 Budget Grand Total					8833
Actual expenditure 1999					8000
Remainder for use in 2000					833

* For technical reasons, the UK's 1998 contribution and part of Italy's 1998 contribution were entered as "budgetary surplus" from previous years.

Table 6. Contributions to Working Group Budget

(000s French Francs)

Country	1995	1996	1997	1998	1999
Germany	692	675	495	670	838
Austria	246	240	0	476	240
World Bank	0	0	0	0	0
Belgium	380	352	0	0	0
Canada	1484	1440	1690	1798	1088
Denmark	249	249	238	247	247
France	1100	200	700	700	700
Italy	0	0	0	0	226
Japan	1650	1650	1550	1200	750
Netherlands	1147	1147	1560	1099	1103
Switzerland	1155	1155	1363	1195	1195
USAID	1155	2750	455	1402	*
Total	9259	9858	8051	8786	6387

* The USAID contribution year runs from October to September the following year. Contributions for 1999 received in 1998 were entered in the 1998 accounts. For contributions received in 1999 for 2000, the contribution for the Secretariat was included in the 1999 accounts and that for the Working Group will be entered in the 2000 accounts. In future, for reasons of transparency, the Club will enter all contributions in the accounts of the year for which they are intended.

Table 7 below shows that the total amount allocated to the Club du Sahel has decreased sharply since 1995. We were only able to cover last year's budget with the help of reserves accumulated over the past few years. The Club will have to raise more funds if it is to undertake a work programme to match its ambitions in 2000 and the coming years.

Table 7. Total Contributions 1995 – 1999
(Secretariat plus Working Group)*(000s French Francs)*

	1995	1996	1997	1998	1999
Total contributions (Secretariat + Working Group)	16720	17853	16221	16037	13244

II. THE PROGRAMMES

II.1 Sustainable rural development and food security (DRSAD)

The Club Secretariat and CILSS jointly organised the Food Crisis Prevention Network's annual meeting, for the last time. In future, CILSS will be wholly responsible for organising this meeting, as it is already running the network and monitoring cropping seasons. With some help from the Club Secretariat, CILSS also made an assessment of the food aid charter, with emphasis on the crisis prevention aspect.

The Secretariat continued working towards greater consistency in policies on rural development, environment, livestock etc. The analysis made in Burkina aroused keen interest from the OECD/DAC environment working group which, at the DFID's suggestion, had selected Burkina as a case study for "National Sustainable Development Strategies".

After a series of meetings in 1999 supported by the Club du Sahel and some of its members, West Africa's farmers' organisations suggested setting up a regional capacity-building support fund. The Club Secretariat co-financed a follow-up meeting on this initiative in December 1999.

The DRSAD team prepared and led the Yverdon conference Workshops 2 (on co-ordinating sectoral policy, with rural development as the example) and 4 (on partnership practices with local rural organisations). This generated useful discussion of the Club Secretariat's findings on consistency between sectoral policies and the work done with rural associations over recent years by GRAD (Groupe de réalisations et d'animations pour le développement).

Total expenditure to FF **2,819,000**, or **94%** of the budget on this activity.

II.2 Decentralisation and local development

The Ecoloc programme has now run studies of a dozen areas in West Africa and demand is high. Dagana and Richard Toll partly financed the Ecoloc exercises in their areas from their own budgets.

The MDP organised a regional seminar, in Cotonou in October, at which the approach used in these local economy studies was discussed with some forty local elected officials and about thirty experts, including the directors of the West African national statistics authorities. The following steps were decided at the seminar:

- a user's manual to be drawn up (publication planned for May 2000),
- the MDP to take over management of Ecoloc studies.

This transfer process was well under way by the end of 1999, as the programme head at MDP is a specialist with full command of the method.

During the year, a number of trials were run to see how to take account of Ecoloc study results in practice. In Saint-Louis du Senegal, a programme for reviving certain local industries was defined. The Mayor of Sikasso, with no outside help, ran a two-day debate about the study's findings with economic actors and elected officials from Sikasso and its surrounding rural area. The Sikasso local authority's budget forecast was twice that of the previous year and a programme has been launched to finance public works carried out by the informal sector. Local debates got under way in Korhogo and San Pedro with financial help from the European Commission. The Mayors of Sikasso, Korhogo and Bobo Dioulasso intend to hold a series of consultations among their three neighbouring border zones.

The Club Secretariat aims to draw practical lessons from these local observations and related debates, e.g. on aid practices, the local aid counterpart contribution and the need to design programmes that encompass both rural and urban areas. In 1999 this led to two case studies: one on financing urban infrastructure in Burkina, and one on financing training for local elected officials in Senegal. Both studies were disseminated locally and have been put to use in discussions among donors and between donors and local authorities.

After publishing a summary of the Padlos-Education study, the Club Secretariat transferred this topic to CILSS, which successfully organised dissemination meetings in member countries and is integrating the study's findings into the Sahel 21 process.

The Local Development team prepared and ran Yverdon conference Workshop 3, on national co-ordination of decentralisation policies.

The activity expenditure was a total of **FF 2,496,000**, or **86%** of its budget forecast.

II.3 Integrating the Sahel into Africa and the World (ISAM)

Because of team changes, the Secretariat was not able to give the Regional Integration programme as much room as it deserves in its 1999 work programme. (Since the beginning of 2000, there has been a major effort to make up the lag). Exploratory research on relations between WAEMU and the English-speaking countries raised some useful points for reflection which will be incorporated in the 2000 work programme. Contact was established with Ghana and Côte d'Ivoire, with a view to organising a meeting between the two countries' authorities. This has given the Club Secretariat a deeper understanding of relations between WAEMU and the English-speaking countries.

The West Africa Forum (WAF) focuses much of its work on this issue. WAF is comprised of ECOWAS, CILSS, WAEMU and WAEN (the West African Enterprise Network (WAEN) runs the secretariat in collaboration with the Club Secretariat's Private Sector Support Programme (PASP) unit). In September 1999 WAF held a regional workshop on monetary transfers in the region, attended by WAF member bodies, representatives of commercial banks and the central banks concerned (Ghana, Nigeria, The Gambia, Guinea and Mauritania, and the Central Bank of West African States (BCEAO)). The aim was to assess the current situation regarding monetary transfers in West Africa and suggest ways to set up a work program under the WAF umbrella.

In the first half of 1999 preparatory work began on two other WAF initiatives: the launch of a Monitoring Unit on Abnormal Practices and the regional air freight project, which should lead to a round table of independent air freight operators.

1999 also provided opportunities to think about involving WAEN more closely in the work programme of the Club Secretariat's Regional Integration unit, which aims to formulate proposals from the West African private sector. Discussion of this question has already produced practical results in the 2000 work programme.

Lastly, there were some valuable developments in the ISAM programme strand that seeks to bring Sahelian economic actors into international economic debates. In particular, WAEN took part in:

- a debate organised by DAC and the World Bank on enterprise-driven growth in West Africa;
- organising an "Emerging Africa" event, jointly with the OECD's Development Centre and the ADB;
- a DAC meeting on Trade Capacity Building;
- a meeting on regional integration and the private sector, held in June 1999 as part of the Post-Lomé process.

Expenditure on this activity came to **FF 1,067,000** or **81%** of the budget.

II.4 Reform of aid policy and practices

The Club's Swiss president made the issue of transferring responsibility for development to Africans the keynote of the Yverdon conference. The Club conducted research, held discussions and drew up summary reports, looking both at overall aid system reform and at various sectoral aspects of aid. The main achievements of the process were as follows:

- Regarding overall reform of aid systems, the Club reviewed
 1. Mali's experience with aid review and reform;
 2. Implementation of the Comprehensive Development Framework in Ghana;
 3. The discussions held by the Foundation for Human Progress and the European Commission on how to put European development co-operation at the service of those involved in the development process.

This exposé of current thinking on aid was the basis for discussion in Workshop 1 at the Yverdon conference, and helped to structure the Club Secretariat's 2000 work programme on this issue. In 1999 the Club Secretariat also continued to support Mali's aid reform secretariat. An assessment of the Malian exercise, published in collaboration with the UNDP and the OECD's DCD, is now widely circulating in Mali.

- As regards consistency among sectoral policies, the Club Secretariat collaborated with national administrations to
 1. analyse policies focusing on rural areas that are currently being drawn up in Burkina Faso;
 2. support and monitor a debate on the subject among West African farmers' organisations, conducting a series of interviews at development cooperation agency head offices;
 3. this work benefits from current work by CILSS and the Club on several rural development-related issues: environment, food security, decentralisation and farm policy.

The preliminary conclusions from this work were discussed at a meeting of the Club's members organised by the Secretariat and held on 26 and 27 May 1999, and at various bilateral meetings. They also provided the basis for Workshop 2 at Yverdon. After Yverdon, the work in Burkina was taken up by the OECD/DAC environment working group which, at the DFID's suggestion, chose Burkina for a case study on "National Sustainable Development Strategies".

- On the issue of national co-ordination of decentralisation policies, the Club Secretariat ran a case study on training for Senegal's decentralisation authority and another on the financing of local infrastructure in Burkina Faso. Both investigations were conducted in close collaboration with the national authorities. There was wide consultation and a validation meeting in each country, bringing together all the actors concerned. A validation meeting was also held in Paris on 8 and 9 July 1999. The studies showed it is possible, in a short time and with quite modest means, to make precise, quantitative assessments of a given sphere of development co-operation. The donors and the national authorities in both countries are now putting these assessments to use in the countries concerned.

- As regards partnership practices with local rural organisations, in 1999 the GRAD interviewed some hundred local decision-makers in the Sahel and supported local aid discussion groups. Drawing up a summary of this process for the Yverdon conference also provided the opportunity to use the results of CILSS/Club du Sahel work on local development (mainly the Padlos-Education study and the work on local planning and the environment in Mali, done jointly with the secretariat of Mali's CCD Environmental Action Programme). From this preparatory review and the Yverdon debates, information packs on the aid debate were produced. These are now being used in several Sahelian countries, to help discussion in grassroots organisations that wish to organise to improve the structuring of the aid they receive. (This work continues, with the help of the Swiss Agency for Development and Co-operation.)

In accordance with the wishes of CILSS, the Club transferred from the Club to CILSS in 1999 the task of supporting implementation of the desertification convention .

The expenditure on these elements amounted to **FF 1,483,000** or **83%** of the budget.

II.5 Core functions

Special emphasis was given to core functions in the 1999 programme. In particular,

- relations between the Club and its Secretariat needed to be defined more precisely,
- methods of communication with partners needed to be reviewed,
- management procedures needed to be adapted.

i) Relations between the Club and its Secretariat

In 1999 the "new Club governance structure" began to take shape with the creation of a Ministerial Lobby Group (GMAP), which met for the first time in Dakar in August and was officially presented at the Yverdon conference in October. With GMAP, the Club can now take better account of African concerns when planning the Secretariat's work.

The collaboration programmes agreed with CILSS, the MDP and WAEN provided opportunities for our partners to prepare to take over the management of a certain number of programmes. More programmes will be transferred in 2000.

ii) Policy on communication and knowledge management

The planned review of communication and knowledge management policy was delayed, the secondment of a specialist American administrator having been postponed and then cancelled. The Secretariat will make up for the delay in 2000, designing a unified information and communication system that fits coherently with the Secretariat's other activities.

In-house communication and the circulation of information have improved with the new team organisation (the whole team on the same premises; introduction of a single computer and software system; abolition of the system in which each administrator worked only on one subject; the formation of activity units, each with an assistant handling administration and information concerning the unit's activities; team-building sessions; training in the use of shared tools; and regular staff meetings).

iii) Consistency in management procedures

The task of making management procedures coherent began with the drawing up the 2000 programme, ensuring that it provides sufficient flexibility for carrying out the activities within a more transparent and efficient management framework, while limiting the number of exceptions to OECD administrative rules.

A highlight of 1999 was the preparatory work for the Yverdon conference. This took up a good deal of staff time and energy at a time when the new administrators had not yet taken up their posts. The Swiss presidency provided active and very valuable support.

Expenditure was **FF 5,988,000** or **98%** of the budget.

III. APPENDIX - WORK PROGRESS TABLES

NB:

The abbreviations P1, P2 and P3 in these tables indicate the priority (P1 highest) given to each task in the 1999 Work Programme - see Club du Sahel Secretariat Work Programme - 1999 - Ref. SAH/D(99)497 - January 1999.

Programme:		Sustainable Rural Development and Food Security (DRSAD)		
Output: 701		Helping to inform policy-makers		
OUTPUT PROGRESS TABLE AT 31 DECEMBER 1999				
Objectives for 1999 and target audiences:				
a) This output covers all the information management activities relating to food security, the environment and knowledge management;				
b) In 1999, the Secretariat will do no further study of rural development issues but will concentrate with CILSS (particularly Insah) on summarising the work they have done in recent years and integrating it with other research underway in the region;				
c) This work will be used to inform the discussions held by CILSS in the Sahel 21 process and as background material for Secretariat work on development co-operation in the rural sector;				
d) The Secretariat will retain its information role, monitoring the cropping season alongside CILSS;				
e) In information management, the Secretariat will summarise its work on food security and move towards consolidating the various information systems on rural issues (environment, agriculture, food security, etc.);				
This output is aimed mainly at policy-makers in development agencies and Sahelian countries, the Sahel 21 teams, and researchers.				
Tasks for 1999: (priorities 1 to 3)		Work progress at 31 December 1999		
1. Monitor cropping season and inform policy-makers of any changes in food security conditions in the Sahel; (P1)		Monitoring was done permanently with CILSS and the main partners (information systems and donors such as FAO, WFP, etc.). The Secretariat attended consultation-information meetings run by CILSS (roughly every two months). The annual meeting of the crisis prevention network was held in Washington in November 1999; the meeting report is available.		
2. Summarise recent studies of grain markets together with CILSS (Insah); (P2)		Summary presented to the network meeting in Washington in November 1999.		
3. Summarise work on information systems; (P2)		Report completed. It will be used in 2000 in the discussion on "post-Diaper" (Diaper was the CILSS food security information project).		
4. Directly support better use of information on rural development in selected countries; (P3)		Abandoned as not being a priority.		
5. Support the Sahel 21 process by revising national studies and helping with the regional summary; (P2)		Abandoned since no request was received by the Club Secretariat.		
6. Support the "rural" strand of the Ecoloc studies.		Not applied in 1999.		
Risk factors, internal and external				
• CILSS capacity to complete its work programme, in particular to raise finance in time.		CILSS did have difficulties in raising finance to form local teams. However, the output was completed.		
Budget data				
1999 forecast		Commitments at 31 December 1999		
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total Secretariat commitments	Commitments as % of output budget
1154	6.4%	504	3%	44%

Remarks: This strand of the programme is now the responsibility of CILSS. The Club Secretariat remains alert to crisis prevention issues and provides occasional support to CILSS.

Programme:		Sustainable Rural Development and Food Security (DRSAD)		
Output: 702		Improving dialogue on national policies between Sahelian countries and donors		
OUTPUT PROGRESS TABLE AT 31 DECEMBER 1999				
Objectives for 1999 and target audiences:				
a) Pursue action undertaken in 1997 and 1998 in Sahelian countries such as Burkina Faso, Mali and The Gambia to encourage practical application in rural development policies (environment, agriculture, etc.) of the changes recommended in the Banjul Memorandum.				
b) Action in 1999 will focus on increasing coherence and links between the various sectoral policies directed at the rural sector (PISA, CCD, decentralisation, food security, etc.); this is a priority issue in the light of the work done in 1998, but rarely addressed either by development co-operation agencies or by Sahelian States.				
c) Draw lessons for the Yverdon meeting (in preparation for Bamako 2000) and for sector-specific forums.				
Target audiences: Policy-makers in development co-operation agencies in the Sahelian countries; administrations and farmers' organisations in the Sahelian countries; development co-operation agency head offices; CILSS.				
Tasks for 1999: (priorities 1 to 3)		Work progress at 31 December 1999		
1. Continued direct participation in the process of increasing development co-operation coherence in the rural sector in The Gambia, Burkina Faso and Mali; (P1)		Process underway in Burkina Faso (analytical study, support for debate within the farmers' movement, meetings of senior administrative officials and donors); Burkina has been selected as a case-study for "national sustainable development strategies" undertaken by the DAC environment working group, with support from the Secretariat.		
2. Analysis of the state of development co-operation with respect to sectoral processes in other Sahelian countries; (P1)		Small-scale monitoring, particularly for Senegal. No joint work with CILSS.		
3. Regional summary of the state of development co-operation in national rural sectors, and sectoral summaries; (P1)		A working meeting was organised in May 1999 with the development co-operation agencies and representatives of Senegal and Burkina Faso. A summary document was produced for discussion in Yverdon.		
Risk factors, internal and external				
<ul style="list-style-type: none"> • Political developments in each country (cabinet reshuffles in Burkina Faso and The Gambia in January 1999); • The Secretariat's ability to demonstrate its value added for national processes; • The Secretariat's ability to draw lessons of wider application for development co-operation; • The international community's political will to encourage the decompartmentalisation of sectoral approaches. 		<p>This factor considerably increased the time and investment required in these two countries.</p> <p>Burkina Faso asked for continued Secretariat involvement. Mali's request for contribution to the exercise was maintained.</p> <p>This work was used in preparing for the Yverdon workshop on sustainable development policies. The workshop confirmed the value of the Secretariat's work and its role in promoting the reform of development co-operation approaches and tools.</p>		
Budget data				
1999 forecast		Commitments at 31 December 1999		
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total Secretariat commitments	Commitments as % of output budget
819	4.5%	1013	6.1%	124%

Remarks: From 2000, Analysis of the rural development sector and its linkages with aid will be handled as part of the Club Secretariat's "Aid reform" topic.

SAH(2000)1

Programme:		Sustainable Rural Development and Food Security (DRSAD)		
Output: 703		Organising debate between Club members on development co-operation issues that arise in the same way in different countries		
OUTPUT PROGRESS TABLE AT 31 DECEMBER 1999				
Objectives for 1999 and target audiences:				
a) Capitalise recent work to achieve a better understanding of development co-operation issues in the food and farm sector and rural issues, for the Yverdon meeting and to prepare for Bamako 2000;				
b) Together with the development co-operation agencies identify possible improvements;				
c) Provide CILSS with information on the possibilities and limitations of international development co-operation for its priority topics in rural areas, particularly for the follow-up to Sahel 21;				
d) Capitalise work on development co-operation in the rural sector by formulating proposals to be put to specialist international forums (CoP/CCD, SPA, etc.).				
Target audiences: (1) policy-makers at development co-operation agency head offices; (2) policy-makers in Sahelian countries; (3) international forums.				
Tasks for 1999: (priorities 1 to 3)		Work progress at 31 December 1999		
1. Evaluate the food aid charter 10 years after its approval, and propose modifications to the concept and its formulation for the Bamako meeting; (P1)		The terms of reference were finalised in early July, together with the CILSS Executive Secretariat; the Club Secretariat supported a CILSS-driven process by supplying a consultant. The results were presented to the Network meeting. The study focused more on crisis prevention issues than on evaluating the charter as such. This work is being continued by CILSS with support from the Club and will be the object of a specific presentation at the CILSS Heads of State Summit in Bamako at the end of 2000.		
2. Utilise the synoptic review of country approaches to improving coherence in development co-operation in the rural sector, to draw lessons for sectoral forums (CCD, SPA, etc.); (P1)		The synoptic review work shifted its perspective to the Yverdon workshop on coherence of sectoral policies, which addressed rural development; the work is also being put to use in the DAC environment working group. The development co-operation agencies are also moving towards this approach.		
3. Analyse agency head office perception of and approach to rural development issues in Sahelian countries; (P1)		A series of interviews was carried out, and preliminary reports are either completed (North America) or being finalised (Europe). The content was used to prepare for Yverdon; a summary will be published in 2000.		
4. Produce a summary of development co-operation problems and issues in water management to support CILSS work on water management in the Sahel; (P1)		The terms of reference were prepared in co-operation with CILSS. CILSS national teams started work in July. With the agreement of the new Club presidency, the Secretariat is adopting a reactive role here pending precise requests for support from CILSS.		
5. Support the preparation of a viewpoint statement by farmers' organisations and agri-food operators concerning the operation and future of development co-operation in the rural sector; (P1)		The Secretariat supported the work of farmers' organisations in Burkina Faso to analyse the situation of rural development policy and to prepare for a regional seminar that was held in September 1999. A paper on the topic was presented to a World Bank seminar (June 1999). Since Yverdon the Secretariat has focused on helping farmers' organisations form a regional farmers' organisation capacity-building fund and a multi-donor support fund for cotton growers' organisation in Mali.		
Risk factors, internal and external		In the 2000 programme it was decided to refocus Club rural development action on two areas: support for policy reform and the strengthening of farmers' organisations, with a focus on improving the development co-operation tools used in these two areas and not on development strategies.		
<ul style="list-style-type: none"> • Ability to draw lessons of general application from development co-operation reviews; • Openness of development co-operation agencies to this debate; • Sahelian policy-makers' and technical partners' political will to promote reform of development co-operation. 				
Budget data				
1999 forecast		Commitments at 31 December 1999		
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total Secretariat commitments	Commitments as % of output budget
1019	5.6%	1302	7.8%	128%

Remarks: This issue also comes under the "Aid reform" topic in the 2000 work programme.

Programme:		Local Development and Decentralisation (DLD)		
Output: 711		Understanding the local economy		
OUTPUT PROGRESS TABLE AT 31 DECEMBER 1999				
Objectives for 1999 and target audiences:				
a) The objective for 1999 is to complete the first series of case-studies, by completing five new studies and demonstrating specific uses for these studies (land-use planning, private enterprises in the building sector)				
Intermediate audiences:				
The MDP, for circulation and discussion among associations of local elected officials.				
The Club du Sahel Secretariat, for circulation and discussion among West African governments, development co-operation agencies, and municipal organisations in the North.				
Final audiences:				
Local elected officials, for use as a tool in dialogue with civil society, taxation and revival of the local economy; Civil society, as a tool for pressing its case; Regional and national statistical services for implementing a more integrated and operational approach to their work of understanding the economy; Agencies, to target their action on actual needs.				
Tasks for 1999: (priorities 1 to 3)		Work progress at 31 December 1999		
1. Completion of five case-studies (Korhogo, Daloa, Bobo, Kaya, Ségou). (P1)		Only the Korhogo and Bobo Dioulasso studies were completed in 1999. Kaya, Ségou and Daloa were completed in the first few months of 2000.		
2. Three documents comprising annotated maps at various scales for Korhogo, Bobo and Sikasso. (P2)		The documents are available and have been circulated.		
3. Two reports on the building and public works sector in Saint-Louis and Korhogo, and the report on discussions and guidelines for developing the sector. (P3)		This task has been replaced by a more comprehensive approach for Saint-Louis, identifying ways of reviving the highest-potential sectors. The study has been completed. Its recommendations have been turned into a project for reviving the local economy of Saint-Louis, financed by the city of Lille in France. The project began in April 2000.		
Risk factors, internal and external				
<ul style="list-style-type: none"> • Risk of delay in receiving Netherlands financing for the local teams in the Kaya and Ségou studies. • Major risk of surge in demand for studies, which the Club/MDP cannot handle at present. 		Delays due to donor procedures materialised and caused delay in implementing the studies which ought all to have been completed by the end of 1999.		
Budget data				
1999 forecast		Commitments at 31 December 1999		
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total Secretariat commitments	Commitments as % of output budget
1016	5.6%	1067	6.4%	105%

Remarks: In 2000, the Club Secretariat and the MDP designed an ambitious project to provide the MDP with all the tools and resources it would need to meet the demand for Ecoloc studies. The project is due to be substantiated and submitted for financing to the international community by the end of 2000.

Programme:	Local Development and Decentralisation (DLD)			
Output: 712	National and regional management			
OUTPUT PROGRESS TABLE AT 31 DECEMBER 1999				
Objectives for 1999 and target audiences:				
The objective in 1999 is to develop simple procedures for the Ecoloc exercise to be reproduced nearly autonomously by national teams with support for management at regional level.				
Target audiences: Nationally, the national decentralisation commission (Burkina Faso), the decentralisation and institutional reform mission (Mali), the national decentralisation support agency (Côte d'Ivoire), a body to be identified in Senegal; Regionally: the MDP.				
Tasks for 1999: (priorities 1 to 3)		Work progress at 31 December 1999		
Finalise Ecoloc method and tools (local indicators, SAMs, surveys, etc.) (P1)		All items in the method and tools have been described in writing and were presented to the Cotonou regional seminar.		
Regional technical workshop organised by the MDP (P1)		The workshop was successfully held on 22-24 October 1999 in Cotonou. The report is available.		
Achieve national management capacity in at least one of the countries mentioned under "target audiences", and progress in the others (P2)		This task has fallen behind schedule; it should be completed in 2000.		
Implement the "Local economies and finances" programme of the MDP, which should take on the task of assisting Ecoloc management (P1)		The MDP has recruited a programme manager, who is competent and efficient but cannot alone cope with demand.		
Risk factors, internal and external		This risk was fully confirmed.		
<ul style="list-style-type: none"> • Desire by donors to go too quickly in their concern to devise investment plans based on Ecoloc studies; • Preferring to ask the Club to steer the studies because that is quicker than supporting long-term local and regional capacity-building. 				
Budget data				
1999 forecast		Commitments at 31 December 1999		
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total Secretariat commitments	Commitments as % of output budget
922	5.1%	620	3.7%	67%

Remarks: The Ecoloc handbook will be available in mid-2000. An expert training workshop is planned for October.

Programme:		Local Development and Decentralisation (DLD)		
Output: 713		Bringing local development issues into decentralisation policies and donors' strategies		
OUTPUT PROGRESS TABLE AT 31 DECEMBER 1999				
Objectives for 1999 and target audiences:				
a) The objective for 1999 is both to use the abundant material available to draw up summary papers on the lessons of Ecoloc and other communication material; and to look for "customers" in Africa and among development co-operation agencies. Target audiences: national services in charge of decentralisation, mayors' associations, development co-operation agencies in the field and head offices.				
Tasks for 1999: (priorities 1 to 3)		Work progress at 31 December 1999		
1. Produce a summary of strategic lessons to be drawn from the case-studies (P1)		A document has been produced on Ecoloc observations on financing urbanisation. The MDP has produced a number of presentation brochures.		
2. Produce a document of analysis and proposals for financing local development (P1)		This document is available.		
3. Publish all studies, educational documents, brochures, etc. (P1)		All the documents have been published.		
4. Organise dissemination and discussion meetings, locally, nationally and in agencies (P2)		National Ecoloc meeting organised by the CND in Burkina Faso with its own resources at the start of the year. Ecofiloc meeting at the ADB, led by the MDP. Circulation by the MDP at a number of seminars. Ecofiloc meeting at CIDA, led by the Club Secretariat and the MDP.		
Risk factors, internal and external				
<ul style="list-style-type: none"> • Reorganisation of the Secretariat in 1999 is a potential limiting factor. • This output also depends on the political will and possibilities of regional partners and the agencies that finance their programmes. 		These risks did not materialise, and the output was produced.		
Budget data				
1999 forecast		Commitments at 31 December 1999		
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total Secretariat commitments	Commitments as % of output budget
703	3.9%	736	4.4%	105%

Remarks: Discussions are underway on using the Ecoloc approach to implement the African strand of the World Bank "Cities Alliance" initiative. The European Commission is generalising the use of this method for the whole of its support programme for regional capitals in Côte d'Ivoire; two further studies are being prepared under a French project in Guinea, two under a Netherlands project in Benin, etc.

SAH(2000)1

Programme:		Local Development and Decentralisation (DLD)		
Output: 714		Summary of knowledge of grassroots initiatives and support tools for them		
OUTPUT PROGRESS TABLE AT 31 DECEMBER 1999				
Objectives for 1999 and target audiences:				
The aim in 1999 is to				
a) make a systematic review of recent work on grassroots self-organising initiatives and the support tools for them;				
b) use this material to produce an educational summary document for national bodies and donors.				
Target audiences:				
1. national bodies in charge of supporting grassroots initiatives, NGOs;				
2. donors.				
Tasks for 1999: (priorities 1 to 3)		Work progress at 31 December 1999		
1. Produce a review of the literature; (P1)		This task was considered not to be a priority.		
2. Design and produce an informative summary document in the best suited form to be used by practitioners in supporting grassroots initiatives.		This task was merged with Output 713, to prepare for the Yverdon workshop on partnership practices with local organisations.		
Risk factors, internal and external				
• Quality and experience of the consultancy recruited.		No consultancy was recruited.		
Budget data				
1999 forecast		Commitments at 31 December 1999		
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total Secretariat commitments	Completions as % of output budget
261	1.4%	74	0.4%	28%

Programme:		Integration of the Sahel into Africa and the World (ISAM)		
Output: 721		Ensure active participation by Sahelian actors in international economic debate		
OUTPUT PROGRESS TABLE AT 31 DECEMBER 1999				
Objectives for 1999 and target audiences:				
a) Ensure active participation by Sahelian actors in international debate on international economic policies that involve the countries of the Sahel;				
b) Alert the development co-operation agencies and OECD members to the value of involving economic actors from the Sahel in the discussions and consultations concerning the formulation of international economic policies linked to development;				
c) Support the participation of Sahelian actors in the most relevant international meetings.				
This output is intended mainly for: WAEN members; OECD, WTO and other world economic forums; donor countries.				
Tasks for 1999: (priorities 1 to 3)		Work progress at 31 December 1999		
1. Circulate surveys and analysis done by WAEN to the relevant programmes and forums of the OECD, World Bank, United Nations and WTO. (P1)		The WAEN strategic plan for improving regional trade and investment was circulated to the OECD, World Bank and United Nations.		
2. Organise meetings between the people responsible for these programmes and forums and selected Sahelian actors. (P2)		WAEN participation in a debate organised by the DAC and World Bank on entrepreneur-driven growth in Africa. WAEN participation in organising an "Emerging Africa" event in co-operation with the OECD Development Centre and the ADB.		
3. Choose international meetings where a Sahelian contribution would be most valuable, and help Sahelian partners prepare for their participation.. (P1)		Transparency International: circulation of corruption studies. DAC meeting: Trade Capacity Building. Forum on untying aid: DAC meeting. European Union: Meeting on regional integration and the private sector (post-Lomé), June 1999.		
Risk factors, internal and external				
<ul style="list-style-type: none"> • Club and WAEN ability to influence the agenda and conclusions of the meetings concerned; • WAEN members' willingness to devote their time to preparing meetings in which their gains will not be visible in the short term. 		Mobilising WAEN members to participate in the meetings posed no problem.		
Budget data				
1999 forecast		Commitments at 31 December 1999		
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total Secretariat commitments	Completions as % of output budget
575	3.2%	728	4.4%	127%

Remarks: At the GMAP's suggestion, the Club Secretariat's "regional integration" theme is likely to be revitalised in 2000. This topic will continue to make full use of the private sector's input to the debate and probably add that of local elected officials.

Programme:	Integration of the Sahel into Africa and the World (ISAM)			
Output: 722	Support the activities of the West African Forum			
OUTPUT PROGRESS TABLE AT 31 DECEMBER 1999				
Objectives for 1999 and target audiences:				
The Club Secretariat will support contributions from Sahelian partners, CILSS and WAEN to the development of the work of the West Africa Forum (WAF). This output is intended mainly for: CILSS, WAEN; other WAF members: WAEMU and ECOWAS; development co-operation agencies active on this topic.				
Tasks for 1999: (priorities 1 to 3)		Work progress at 31 December 1999		
1. Support and complete the preparation of working documents on air freight, road haulage and monetary transfers in West Africa. (P1)		Production of a report on monetary transfers. The work on air freight and road haulage could not be completed.		
2. Participate in organising 3 seminars on these topics. (P2)		Approaches have been made to CILSS, WAEMU and USAID, which is financing this forum to relaunch the initiative. The meeting on monetary transfers was held in September 1999. The meetings on the monitoring unit on abnormal practices in road haulage and on air freight were postponed.		
3. Organise a meeting on WAF work with the development co-operation agencies concerned; (P2)		The WAF meeting was postponed. NB: it was held in April 2000.		
4. Support the formulation of strategic action plans to implement the decisions taken and develop new themes for action (P1)		Preparatory work in 1999. NB: the monitoring unit was launched in April 2000.		
Risk factors, internal and external		The small amount of progress made may be partly attributed to difficulties in co-operation between the three bodies, and particularly to the absence of a clear lead actor. Initially, WAEN was to provide the secretariat. This responsibility is now shared with USAID direct support and the Private Sector Support Programme.		
• Capacity for effective co-operation between WAEMU, CILSS and ECOWAS;				
• Agreement between CILSS and WAEN agendas, and between agencies on the various themes for action.				
Budget data				
1999 forecast		Commitments at 31 December 1999		
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total Secretariat commitments	Completions as % of output budget
750	4.2%	340	2%	45%

Remarks: At the GMAP's suggestion, the Club Secretariat's "regional integration" theme is likely to be revitalised in 2000.

Programme:		Reform of Development Co-operation Policy and Practice (RPPC)		
Output: 731		Promoting an overall perspective and dialogue with African countries on the development co-operation system		
OUTPUT PROGRESS TABLE AT 31 DECEMBER 1999				
Objectives for 1999 and target audiences				
a) publicise new information, African points of view and practical progress made in aid to the Sahel in the appropriate forums: agencies, Sahelian countries, SPA, DAC, NGOs, etc. and by appropriate means: publications (particularly the 1999 report), articles, seminars.				
b) use the next high-level meeting (Yverdon) to strengthen the trend for reform of aid to the Sahel among the agencies;				
c) organise discussion with African networks on the financing of development in the Sahel, so that ODA will act as a catalyst or lever to mobilise and attract other forms of investment, both local and overseas.				
Tasks for 1999: (priorities 1 to 3)		Work progress at 31 December 1999		
1. Newsletter feature (January) (P1)		Feature produced and circulated in French and English (roughly 4,500 recipients)		
2. Produce the summary report 1997-98 (P1)		The report was not finalised, because the new Club Secretariat management decided to refocus its work on aid reform. Items from the report will be used for the 2000 work programme.		
3. Circulate the report (with Core Functions) (P1)		See above.		
4. Establish close co-operation with DAC and SPA (DAC: country appraisals, annual report) (P1)		Contacts have been made. The Club du Sahel Secretariat is working closely with DAC. Co-operation with SPA is planned for 2000.		
5. Make information on aid more accessible in Sahelian countries (P2)		Postponed to 2000.		
6. Initiate discussion of financing development (with Core Functions) (P2)		Non-priority activity during this transition year when human resources are stretched.		
Risk factors, internal and external				
<ul style="list-style-type: none"> • Secretariat reorganisation in 1999 may restrict the resources allocated to this output. • Circulation of the report will partly depend on the reorganisation of the Secretariat's communication function. • External co-operation will depend on partners' schedules. 		The risk factors were indeed relevant. Objectives were refocused in 2000, to take account of the objectives of the Club's new Netherlands presidency.		
Budget data				
1999 forecast		Commitments at 31 December 1999		
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total Secretariat commitments	Completions as % of output budget
832	4.6%	466	2.8%	56%

Remarks: As part of the preparation for the Yverdon conference, the Club Secretariat did much analysis, investigation and summary-writing (see above, point 1.4), laying the groundwork for preparation of the work programme on aid reform in 2000.

SAH(2000)1

Programme:		Reform of Development Co-operation Policy and Practice (RPPC)		
Output: 732		Make progress in "ways of co-operating" between Sahelian countries and donors at local , national and regional level		
OUTPUT PROGRESS TABLE AT 31 DECEMBER 1999				
Objectives for 1999 and target audiences:				
a) Act as catalyst for consultation between donors and public and private Sahelian decision-makers to strengthen partnership and Sahelian ownership of policy and aid. In 1999 the emphasis will be on aid for local development and support for rural development policy.				
b) Support national reviews of the aid system (Mali, Burkina Faso, etc.)				
Tasks for 1999: (priorities 1 to 3)		Work progress at 31 December 1999		
1. Identify and analyse the practical suggestions for aid tools and procedures at local level that have been made in various studies (GRAD, Padlos-Education, Ecoloc, Van de Walle, de Leener, Winter, aid to the private sector, etc.) and compare them with the points of view and constraints of Northern development co-operation agencies and NGOs. (P1)		This task was carried out thoroughly during the first half of 1999. The work done (surveys, consultation, leadership of North-South working groups, production of introductory papers for Yverdon) was used as the basis of three of the four workshops in Yverdon.		
2. Support the follow-up to the Mali aid review and the launch of the Burkina Faso review, in liaison with the UNDP in Mauritania (P1/P2)		Support for the Mali exercise comprised support for the reform secretariat, production of an appraisal report on the exercise run in 1997 and 1998, joint involvement of the DAC and Club presidents in June 1999 with the Malian authorities and the development co-operation agencies represented in Bamako. The launch of the Burkina Faso aid review was postponed to 2000. The Mali aid review was discussed at the Yverdon workshop on reform of international aid systems.		
3. Support implementation of the Convention to Combat Desertification (P1)		OECD countries held further meetings to prepare for the third Conference of the Parties held in Brazil in December 1999. The European Union, following a meeting with the Club Secretariat, decided to set up a committee of experts on desertification, and the Club was invited to participate in the committee's work. France, Germany and Sweden set up a discussion group on the implications of the charter, in which the OSS participates.		
4. Draw lessons and circulate them regionally and internationally, particularly at the Yverdon meeting (P1)		See Yverdon meeting papers.		
Risk factors, internal and external				
<ul style="list-style-type: none"> • Short time before Yverdon. • Synergy between Club programmes concerned. • Establishing external synergies. • Agency involvement in planned themes for action. • Progress in country appraisals and reform in Mali. 		These risks did not materialise.		
Budget data				
1999 forecast		Commitments at 31 December 1999		
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total Secretariat commitments	Completions as % of output budget
962	5.3%	1016	6.1%	106%

Remarks: As part of the preparation for the Yverdon conference, the Club Secretariat did much analysis, investigation and summary-writing, laying the groundwork for preparation of the work programme on aid reform in 2000.

Programme:		Core Functions (FC)		
Output: 741		Steering the Club and Secretariat communication with members		
OUTPUT PROGRESS TABLE AT 31 DECEMBER 1999				
Objectives for 1999 and target audiences:				
a) Act as a catalyst for Club members' involvement in work. Publicise the results of current studies and programmes to Club members and in appropriate forums;				
b) Ensure the coherence and medium-term guidelines for Club Secretariat action;				
c) Make the Club Conference an opportunity to examine the results achieved since Banjul and the nature of members' commitments to collective action. Use the Conference to strengthen the trend for reform in aid to the Sahel among the agencies;				
d) Formulate a strategy for preparing for the Club Conference in Bamako in 2000 (in synergy with CILSS).				
Tasks for 1999: (priorities 1 to 3)		Work progress at 31 December 1999		
1. Manage relations with the Club presidency and prepare for the Yverdon meeting (P1)		Strategy and Policy Group meetings prepared and held in February and December 1999. The Yverdon conference was prepared to the satisfaction of participants.		
2. Plan and implement communication and co-operation with at least some development co-operation agencies and Sahelian countries (P1)		Missions were organised to agencies, particularly those of Canada, Europe, France, Germany, Netherlands, United States, and the World Bank. A number of visits to the Sahel. A number of circular letters.		
3. Maintain discussions of strategy, particularly through the Sahel 21 process (P2)		The GMAP was officially formed at the Yverdon conference in October 1999, and continues its work of defining the debate on strategy, which includes Sahel 21 (steered by CILSS), aid reform and regional integration (steered by the Club Secretariat).		
4. Guide and co-ordinate work programmes (P1)		A new work programme for 2000 was prepared at the end of 1999 in the light of the Yverdon conference conclusions.		
5. Plan and implement co-operation with partner forums (DAC, SPA, GCA, UN, etc.). Seize opportunities (such as the conference on "small countries") (P1)		Participation at a World Bank conference on support to farmers' organisations (June 1999). Club participation at the small countries conference in February 1999. Discussions with the SPA and GCA secretariats (May 1999) with a view to establishing ways of co-operating.		
Risk factors, internal and external				
<ul style="list-style-type: none"> • Secretariat reorganisation in 1999. • Club members' involvement. 		This necessary reorganisation took more time and effort than originally expected. Club members displayed great willingness to become involved in these issues.		
Budget data				
1999 forecast		Commitments at 31 December 1999		
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total Secretariat commitments	Completions as % of output budget
2310	12.8%	2789	16.8%	121%

Remarks: In 2000, the GMAP should initiate a gradually increasing proportion of Club Secretariat activities.

Programme:		Core Functions (FC)		
Output: 742		Summarising, circulating and managing knowledge		
OUTPUT PROGRESS TABLE AT 31 DECEMBER 1999				
Objectives for 1999 and target audiences:				
a) Act as catalyst for consultation between donors and public and private African decision-makers to strengthen partnership and African ownership of policies and aid. In 1999 the stress will be on aid for local development and support for rural development policies.				
b) Support national reviews of the aid system (Mali, Burkina Faso, etc.)				
Tasks for 1999: (priorities 1 to 3)		Work progress at 31 December 1999		
1. Monitor the production of the summary reports for the four programmes (P1)		Summary reports on the Padlos-Education study published, and a number of Ecolog studies. Report published on reform of aid systems in Mali. The economic and social profile of the Sahelian countries is progressing and is due to be published in mid-2000.		
2. Organise major sectoral events (seminars) (P3, because unlikely in 1999)		Resources were reallocated to preparing for Yverdon.		
3. Achieve a sustainable reorganisation of the core function of managing publications and other communication material. (P1)		This task has been postponed to 2000, pending the arrival of a new manager.		
4. Negotiate sustainable co-operation with partners who produce or circulate information of use to Club members (media, universities, agency communication services, etc.) (P2)		Little activity on media, universities, or agency communication services. An archivist was recruited in September 1999 to set up co-operation with other documentary resource centres.		
Risk factors, internal and external				
<ul style="list-style-type: none"> • Competition for core function human resources (reduced in 1999). • Identifying competent resources for report writing and communication support. • Internal Secretariat team synergies. 		The risk factors did indeed materialise, particularly delay in the arrival of new officers. USAID agreed to make resources available in 2000 so that the Secretariat can have access to American expertise in information management.		
Budget data				
1999 forecast		Commitments at 31 December 1999		
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total Secretariat commitments	Completions as % of output budget
1328	7.3%	826	5%	62%

Remarks: An integrated communication and publication strategy will be defined and implemented in 2000.

Programme:	Core Functions (FC)			
Output: 743	Strengthening regional partners and promoting international experience-sharing			
OUTPUT PROGRESS TABLE AT 31 DECEMBER 1999				
Objectives for 1999 and target audiences:				
a) Strengthen the Club du Sahel's participation in the policy-making bodies of its regional partners, via the Presidency and the Secretariat; b) Strengthen the coherence of donors' contributions to joint programmes with regional partners active in the Club; c) Take advantage of opportunities to act as a catalyst for experience-sharing between African regions.				
Tasks for 1999: (priorities 1 to 3)		Work progress at 31 December 1999		
1. Participate in the CILSS Council of Ministers (P1)		The Secretariat attended the CILSS programming meetings and Council of Ministers meeting in December 1999. The Secretariat also worked to form the GMAP (initial meeting in August 1999 in Dakar, formalised at the Yverdon conference).		
2. Participate in the WAEN general assembly (P1)		Dakar, early February, then co-ordinators' meeting in June in Banjul. In general the PSSP support unit (CASP) was a major management concern in the first half of 1999. Sustainable solutions to its financial crisis were examined in 1999 and put into practice in 2000.		
3. Participate in the MDP general assembly (P1)		Cotonou meeting in April 1999. The Secretariat took part in an MDP information campaign.		
4. Provide specific ad hoc support to regional partners, in particular to ensure the financing of joint programmes with the Secretariat (P1)		Agreement with CILSS on a joint programme signed in March 1999. Agreements with MDP and WAEN signed in April and June 1999.		
5. Take advantage of the synergies between regional networks (P1)		The GMAP is probably an excellent vector for achieving synergy between the various networks that work with the Club.		
6. Seize opportunities for exchanges between regions (P2)		The Secretariat joined the OECD in seeking synergies between experience in West Africa and the Great Lakes region.		
Risk factors, internal and external				
<ul style="list-style-type: none"> • Reorganisation of the Secretariat in 1999 is a potential limiting factor. • This output also depends on the political will and possibilities of regional partners and the agencies that finance their programmes. 				
Budget data				
1999 forecast		Commitments at 31 December 1999		
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total Secretariat commitments	Completions as % of output budget
906	5%	495	3%	55%

Remarks: In 2000, the Secretariat is making the transfer of responsibilities to its regional partners a major thrust of its action. See the new organisation of the PSSP unit, transfers of responsibility to CILSS for managing the Food Crisis Prevention Network and monitoring the implementation of the CCD, the transfer of the Ecoloc programme to MDP, etc.

Programme:		Core Functions (FC)		
Output: 744		Club du Sahel Secretariat management function		
OUTPUT PROGRESS TABLE AT 31 DECEMBER 1999				
Objectives for 1999 and target audiences:				
a) Ensure proper management of contributions allocated to the Secretariat; b) Organise Secretariat resources optimally; c) Pursue and complete the reorganisation of the Secretariat begun in 1998.				
Tasks for 1999: (priorities 1 to 3)		Work progress at 31 December 1999		
1. Plan the schedule (P1)		Although significant progress has been made, planning the schedule is sometimes a difficult task for the Secretariat, as it has to find coinciding available dates for a large number of partners subject to a variety of constraints.		
2. Regularly ensure proper internal communication (P1)		New practices to guarantee permanent communication between Secretariat members: abolition of the principle of specialising in single topics, regular staff meetings, regular meetings by "major theme".		
3. Complete the creation of a comprehensive, simple budget management mechanism, capable of guiding programme planning and easily producing financial statements (P2)		Improvements have been made to the activity monitoring system. Significant progress will not be possible until a new financial management system is introduced.		
4. Manage the recruitment of officers seconded to the Secretariat (P1)		Recruitment procedures were followed for the officers seconded by Germany and the Netherlands, and resource exchanges with AFD. The recruitment of an officer from USAID may be replaced by an extra line of finance.		
5. Devise a system to monitor individual performance (P3)		Gradual introduction of the OECD performance management system (Individual objectives achieved and reviewed under monitoring-evaluation).		
6. Run monitoring-evaluation (P1)		At the request of the Strategy and Policy Group, a mid-term report was produced in 1999. The budget-by-activity component is advancing, and the budget now reflects all donor contributions including the direct payment of officers seconded to the Secretariat.		
7. House the team in the same premises (P1)		The move took place in early July, and was completed in the autumn.		
8. Maintain computer hardware (P2)		Changes in computer hardware management with the whole team using a single system integrated with the OECD.		
Risk factors, internal and external		The resources allocated to core functions were sufficient for most of the required functions. Co-operation with OECD central services was efficient and the standardisation of management procedures is advancing satisfactorily.		
<ul style="list-style-type: none"> • Competition for core function human resources (reduced in 1999). • Co-operation with OECD central services (Budget, Premises, IT, staff management, etc.) 				
Budget data				
1999 forecast		Commitments at 31 December 1999		
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total Secretariat commitments	Completions as % of output budget
1571	8.7%	1878	11.3%	120%

Remarks: The introduction of the new Club Secretariat management system will be completed during 2000.