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MID-YEAR REVIEW OF THE 2000 WORK PROGRAMME AND BUDGET

Club du Sahel Secretariat

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INTRODUCTION

A. The Context

As anticipated, 1999 was a key year for the Secretariat of the Club du Sahel (SCS). The changes that took place have led to a significant tightening in the work programme and the internal organisation of the Secretariat. In December 1999, the Netherlands took over the Presidency from Switzerland. Given the importance that the Netherlands attaches to improving the impact of the Club de Sahel forum, it decided to designate a "presidency team" comprised of Mr. Joan Boer, Deputy Director-General for International Co-operation and Mr. Arjan Hamburger, Director of the Sub-Saharan Region. The co-presidents are complemented by the active participation of the Netherlands' Ambassadors to Burkina Faso, Mali and Senegal. The Director of the Secretariat, appointed in February 1999, proceeded with a thorough review of the Secretariat's management, financial administration and working methods. Some weaknesses were identified, and appropriate action plans are being implemented. The basic thrust of reforms is to align the Secretariat with international management standards and especially those in effect at the OECD.

The Club du Sahel held its conference at Yverdon, Switzerland, in September 1999. At the conference Sahelians made proposals to the donor community on how to promote the transfer of responsibility for the management of development co-operation to developing countries and beneficiaries. The conference concluded with a call to the Secretariat and Club members to focus on reforming development co-operation practices under the impetus of a more clearly defined African leadership and, thus, to rethink the orientation and approach of its work programme.

The 2000 work programme discussed and agreed by members of the Strategy and Policy Group (GOP) at its meeting of 6 December 1999 set out three categories:

1. Activities to be transferred to African partners, notably CILSS, MDP and WAEN;
2. The principal on-going activities of the Club Secretariat and;
3. Exploratory activities, in particular, the Ministerial Lobby Group and regional integration.

The programme also concentrates on the need to improve the core functions of the Secretariat including the administrative and financial framework and communication and information.

B. The role of the Club and its Value Added

In the past few months the Presidency and the Club Secretariat have worked closely together to better define the Club's value added in the crowded landscape of development co-operation forums and to set its new agenda for 2000 and beyond. The Secretariat has a motivated, multidisciplinary and cross-cultural staff from development co-operation agencies active in the region. This ensures its capacity to focus on operational, field-level issues without being operational itself. The Club must be flexible, able to react quickly, anticipate important issues and, finally, be open to views from different perspectives. An obvious strength (which distinguishes it from other forums) is its extensive and diversified networks in West Africa of government officials, the private sector and civil society organisations. The Club's role of building networks and supporting them using a partnership approach requires deepening so that it can effectively position itself as a forum for frank dialogue with southern partners, based primarily on proposals generated in the South. Over the medium-term the value added of the Club and its Secretariat should be to:

- Stimulate real debate on themes relevant to the future of aid.
- Facilitate and support groups of development co-operation "innovators" from the Sahel/West Africa region and in donor countries.

- Hold up a "mirror" to development co-operation actors, based on concrete cases, to show both good practices and discrepancies from "state of the art".
- Reinforce the capacity of southern actors to play a leadership role and promote change.

C. Overview of Major Areas

i) Ministerial Lobby Group

Over the last few months, a network of African policy makers in the form of a Ministerial Lobby Group (GMAP) has been consolidated. This group intends to provide southern leadership in the Club du Sahel context with its members co-opted on the basis of personal commitment to development issues. The Netherlands Presidency has participated in facilitating this group and encouraging it to provide substantive inputs for Bamako 2000. The June meeting of the Strategy and Policy Group will discuss the Group's proposals. This will include a list of issues that should be covered by a Code of Good Practices in development co-operation, a proposal on how donors could support the Sahel 21 process and a list of proposals for joint work with donors in the area of regional integration.

In line with the new approach of clearly setting out the objectives, critical partnerships and potential value-added, the Secretariat drafted key sheets for the three major activities approved in December 1999 - local development and decentralisation; reforming development co-operation; and private sector support. At the Strategy and Policy Group meeting in June, five more key sheets will be distributed: four dealing with African partners (CILSS, MDP, Ministerial Lobby Group, West African Enterprise Network) and one with the regional integration area. Together the eight key sheets define the Club du Sahel space in terms of both activities and partners. Further information can be found in Annex 1 – paragraphs 41 and 42.

ii) Local and Regional Development

Decentralisation and the expansion of secondary cities have led to the emergence of new governance systems requiring tools for managing development and negotiating investment financing. The programme of local economy studies must evolve from an analytical tool to an instrument for policy discussions among local public and private actors and for designing investment programmes. There are significant institutional constraints linked to the weakness of local communities that have acquired additional responsibilities without the corresponding resources. The Club Secretariat and MDP have a role to play as a facilitator in this process. To date the focus has been put on cities but the region also provides a relevant unit for local development. This aspect of the 2000 work programme is detailed in Annex 1 – paragraphs 23 to 26.

iii) Aid Reform

The Club needs to clearly define its role and remain focused. There is a broad consensus on the dysfunctions of development co-operation as well as on some possible solutions -- but there are significant constraints to changes in both the North and the South. Since there are many forums active in this area (DAC and SPA in particular) the Club should avoid competition and duplication with them. The role of the Club is to promote implementation of concrete actions and to monitor progress. Details of this work in 2000 can be found in Annex 1 – paragraphs 32 to 40.

iv) Support for the Private Sector

Since 1993, the Club du Sahel has supported the West African Enterprise Network, and subsequently networks in East and Southern Africa. This programme is now moving into a new phase, with the aim of the Networks achieving their autonomy within about three years. The work of the Private Sector Support

Programme (PASP) is carried out under a separate budget and under the supervision of a Steering Committee comprised of donors and representatives of the three Regional Enterprise Networks. However, this programme facilitates dialogue with a group of entrepreneurs who can provide input and insights into the Club's work programme on regional integration, local development and aid reform.

v) *Regional Integration*

Regional integration remains a major challenge for Africa's economic future and yet existing development co-operation tools are not adequate. West African countries have been mainly preoccupied with building States and national economies, focused far more on world markets than on regional markets. Donors tend to discuss issues on a regional basis but to fund activities bilaterally, through national governments. The intergovernmental organisations (IGOs) with a regional integration role have also been relatively ineffective. Fortunately, "real" bottom-up integration has continued to progress. Despite obstacles of all kinds, West Africa's markets have expanded considerably due to energetic, ad hoc trading networks that take advantage of disparities in national economic or monetary policies. The Ministerial Lobby Group has stressed the importance of regional integration and will discuss a range of issues with donors in June. Details can be found in Annex 1 – paragraphs 27 to 31.

vi) *Relations with Members and the Presidency*

This work area is crucial for ensuring the overall value-added of the Club du Sahel and the quality of the consultation processes from which work outputs are derived. Special emphasis will be placed this year on better understanding the priorities of the Club's fourteen participating development co-operation agencies and identifying committed individuals in these agencies willing to join thematic north-south networks. The Strategy and Policy Group meeting in Washington will provide an opportunity to take stock of recent shifts in the role of the Club du Sahel and to assess the degree of commitment that donors are prepared to make. Relations with donors will be strengthened in the course of 2000 and the Secretariat plans to visit each donor agency at least once a year.

Visits with the Netherlands' Presidency and members of the Ministerial Lobby Group to countries in West Africa have already played a very constructive role. This type of arrangement could be extended to include other donor representatives that are active in the Club du Sahel forum. A number of institutions in the region have expressed interest in co-operating with the Club du Sahel Secretariat and connecting informally with the donors active in the Club. More information can be found in Annex 1 - paragraphs 51 to 55.

vii) *Communication and Information*

If the Club is to fulfil its role as an open and committed forum, it must be able to communicate quickly and informally and to generate network information. Information combined with open and rapid communication and consultations are required to leverage African leadership's capacity to develop a West African vision and strategy on key development issues. The capacity of civil society groups to access development co-operation instruments can be strengthened through the use of targeted information systems. Mechanisms need to be developed which foster debate and consultation between committed players in the South, in the North and between the North and the South. The Secretariat considers this a priority area for 2000. Initial work has begun on building the infrastructure necessary for supporting such processes. Some background on this work can be found in Annex 1 - paragraphs 56 to 59.

viii) *Management of the Secretariat*

The Secretariat is committed to:

- streamlining its internal procedures, to ensure transparency, the efficient use of resources and to bring management methods into line with the OECD's administrative and regulatory framework;
- developing the capacities and performance of its staff and;
- improving its working methods to make effective use of modern technology.

Particular attention is being given in 2000 to overhauling the Club's financial management system, simplifying budget management and transferring the Club's accounts to the OECD's new financial management system. Information on work in this area can be found in Annex 1 - paragraphs 60 to 64.

D. The Budgetary Framework

Budget discussions in the Strategy and Policy Group in December 1999 centered on a number of scenarios from FF 16.5 to FF 20 million. Assuming that contributions for 2000 would be similar to those of 1999 (FF 13.2 million) a budget of about FF 16.5 million was initially considered realistic (the remaining FF 2.5 - 3.5 million to be taken from carry-overs and reserves). Finally, the Secretariat's Work Programme - if it is fully implemented - implies expenditures of approximately FF 18 million. Given the new orientations and impetus of the Club, it is important to target this level of activity. This scenario is based on the following working hypotheses:

- A number of countries (Denmark, Netherlands, United Kingdom...) have indicated firm that they intend to provide further resources in 2000.
- Past experience has shown that the planned Work Programme is rarely implemented in full. For example, in 1999 a budget of FF 18 million was established but expenditure in the year amounted to just FF 16.6 million. Careful monitoring of spending in the course of the year would allow some expenditures to be postponed if necessary to keep within the available funding.

However, if this level of activity is to be sustained, or even increased, in 2001 and beyond, it is imperative that annual commitments made to the Club be increased or alternative sources of financing identified.

Table below shows the allocation of resources by activity - in line with the priorities adopted by the Strategy and Policy Group in December 1999 - within a budget of FF 18 million and giving an estimation of the expenditures by activity at end of May.

Annex I provides an Overview of Activities and the progress made through to end-May 2000. Further details on each activity can also be found in the output sheets contained in Annex 2.

Share of resources by Activity at 31 May 2000

Activities	Programmes	Budget presented to GOP – Dec. 1999	Final 2000 Budget		Expenditure at 31 May 2000	
		%	%	000 FF	%	000 FF
Local & Regional Development		15.0%	15.6%	2813.5	39.4%	1109.23
A320210	ECOLOC Transfer		8.7%	1575.5	39.0%	614.53
A320220	Regional Processes		4.7%	844.1	40.7%	343.71
A320230	Local Development Strategies		1.6%	281.4	34.9%	98.18
A320240	General Management		0.6%	112.5	46.9%	52.81
ISAM / Regional Integration		10.0%	12.7%	2299	39.4%	904.72
A320320	Sikasso-Korhogo-Bobo Process		1.6%	294.4	32.8%	96.7
A320330	Consulting the African Private Sector		8.2%	1473.7	44.9%	661.81
A320340	Institutional and Macro-economic Aspects - Monetary Integration.		2.9%	530.9	27.5%	146.21
Aid Reform		20.0%	18.4%	3310.6	32.9%	1088.76
A320410	Aid Reform in Mali : Improving Statistics and Information		3.2%	575.7	57.9%	333.46
A320420	Burkina Faso : Improving Information Systems		2.1%	371.3	42.1%	156.31
A320430	Identifications & Dissemination of Good Practices		4.8%	867.4	31.3%	271.65
A320440	Disseminating Aid Information and Analysis		3.7%	672.5	26.5%	177.88
A320450	Aid Code of Good Practices and Networks		4.6%	823.7	18.1%	149.46
GMAP		10.0%	9.7%	1757.3	76.8%	1348.96
A320110	Ministerial Lobbying Group (GMAP)		6.2%	1126.4	99.2%	1117.78
A320120	Bamako Conference		3.5%	630.9	36.6%	231.18
Transfer of activities : Support for CILSS Food Crisis Prevention Network		10.0%	6.8%	1218.5	39.2%	477.46
Support for Stakeholder Organisations		10.0%	9.0%	1638.2	38.1%	624.64
A320810	Support to Farmers' Organisations at Regional Level		3.1%	560.9	39.2%	219.68
A320820	Chad		1.1%	205.2	15.3%	31.33
A320830	Women's Networks and Organisations		4.8%	872.1	42.8%	373.63
Relations with Members and the Presidency		15.0%	12.2%	2207.7	43.7%	965.74
Communication & Information		7.0%	8.9%	1610	51.7%	832.6
A320910	Management of the Secretariat		3.0%	1205.9	96.2%	1160
A322000	Private Sector Support Project (PASP)			Pour Memoire		
TOTAL		100.0%	99.9%	18060.7	47.1%	8512.11

ANNEX 1: OVERVIEW OF ACTIVITIES AND PROGRESS MADE AT END-MAY 2000

The presentation established for 1998 – 2000 programme cycle has been used to the extent possible in this report. In response to requests from donors, and in keeping with the new approach to financial management outlined to the Strategy and Policy Group in December, resources have been consolidated¹ and allocated by activity. The table below summarises the resource allocation agreed for the different elements in the 2000 programme. Some reallocation of resources between components may take place in the course of the year, to adjust to implementation constraints or respond to changing priorities.

The progress made in each area between the beginning of the year and end-May 2000 is summarised below, with further details on each activity contained in the output sheets contained in Annex 2.

A. Local and Regional Development (DLR)

Significant progress has been made in implementing the Local and Regional Development programme.

i) Transfer of the Ecoloc Tool to West Africa

- The MDP is building capacity to provide regional support to new Ecoloc studies.
- A summary of a handbook was presented at the second Africities conference in Windhoek (Namibia) in May. The full handbook will be available in June 2000.
- An expert will be adapting and simplifying the economic modelling tool used for Ecoloc to conditions on the ground. A training seminar of practitioners will be organised to make final adjustments to the model before end-2000.
- The MDP's Ecoloc Programme co-ordinator has been trained to use the model.
- The Club Secretariat and the MDP have designed a proposal for a "Service Centre on Local Economies and Financing in West Africa". The centre will provide interested mayors, donors, consultants and senior officials with information, tools, databases and maps, etc. The proposal will be submitted for financing to the African Capacity Building Foundation and other interested institutions at the end of 2000 or in early 2001.

The second half of 2000 will be devoted to outreach work - training and dissemination - operationalising the initial modelling tool; distributing the handbook, training African experts, etc.

ii) Work on "Regional Processes" to Build Decision-making Frameworks for Developing Cross-border Investment and Trade

The idea is to adapt the Ecoloc process, designed for a mid-sized city, to wider areas with greater emphasis on urban-rural linkages. The situation as of 31 May is as follows:

1. In the 2000 Work Programme, contributions for the Secretariat and the Working Group are no longer identified separately. Instead the overall allocation of resources is shown by activity and reporting is also done on this basis. This provides a more transparent overview of how the Club's funds are being used in relation to the work priorities agreed.

- A framework document (containing an initial assessment of the local economy, issues to be addressed and pro forma terms of reference for a study team) has been produced for the Louga region in Senegal. The region is currently mobilising the necessary financing.
- However, work on the “Savanes” region in Côte d'Ivoire has been postponed because of political tensions.
- The "cross-border" process for Bobo Dioulasso (Burkina Faso), Sikasso (Mali) and Korhogo (Côte d'Ivoire) is being initiated, the document setting out issues and process is completed and being examined by the mayors of the three cities.

iii) Organising Local Debates and Defining Local Development Strategies

The Secretariat/MDP team clearly does not have the resources to monitor all the processes currently underway. It is also clear that the extensive experience organising local debates, acquired outside the Club (World Bank, European Union, PGU, ENDA, INADES, etc.), now needs to be synthesised and incorporated. Mid-term progress is as follows:

- The Secretariat attended the Ecoloc dissemination session in Bobo Dioulasso, and monitored the Ecoloc dissemination session in Sikasso.
- The Secretariat and MDP made proposals for Ecoloc follow-up in Bobo Dioulasso.
- The Ecoloc handbook summary includes a compendium of current experience.

iv) General Management

- The Secretariat presented Ecoloc at the World Bank's Rural Week in February 2000. The Bank showed considerable interest in this approach as part of its thinking on Urban-Rural Linkages.
- The UK DFID may support an Ecoloc study in Ghana.

In the second half of 2000 a network of individuals and institutions, North and South, who have experience in defining local development strategies will be established. The Secretariat will also examine the crucial issue of aid reform at local level (approach, tools, etc.) in the light of the lessons learned from the Ecoloc programme.

Progress as of 31 May 2000 - Local and Regional Development

Output	Tasks	Work as of 31 May 2000*	
A320210: Ecoloc Transfer			
	1. Support the MDP on the Ecoloc programme.	A	
	2. Produce the Ecoloc handbook.	A	
	3. Simplify modelling tool, in order to facilitate the transfer process.	A	
	4. Train African experts.	A	
A320220: Regional Processes			
	5. Support the launch of an Ecoloc study in the Louga region in Senegal.	A	
	6. Support the launch of an Ecoloc study in the Savanes region in Côte d'Ivoire.	C	
	7. Support the launch of a "Local-Regional" process for Bobo Dioulasso (Burkina Faso), Sikasso (Mali) and Korhogo (Côte d'Ivoire).	A	
A320230: Local Development Strategies			
	8. Attend local debates, analyse them and synthesise lessons learned.	B	
	9. Give advice on request.	B	
	10. Synthesise experience.	B	
A320240: General Management			
	11. Disseminate Ecoloc, encourage its use by operational personnel	A	
	12. Support the MDP in disseminating Ecoloc to local elected representatives and national officials.	A	
	13. Develop links with people, institutions and networks already working on local development.	B	
	14. Examine linkages between the "Local and Regional Development" and "Aid Reform" programmes.	A	
* : A = Task will be completed as planned B = Task requires modifications which will be made during the year C = Task will not be completed as planned			
Budget data			
2000 Forecast		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total output budget for the year
2813.5	15.6%	1109.23	39.4%

B. Regional Integration

Regional integration was included in the Secretariat's 2000 work programme as a "topic to be explored". The GMAP stressed its importance in 1999, and in political terms, there appears to be new impetus to revitalise the ECOWAS process, with initiatives from Nigeria and Ghana and strong support from the Malian presidency of the Community.

During a recent Ministerial Lobby Group meeting, a major concern expressed was how to intensify exchanges between English- and French-speaking countries. The constraints and expectations of different economic actors must also be fully understood in order to prioritise issues in the integration process.

To achieve a clearer expression of the views of the region's entrepreneurs, the Secretariat has focused on analysing trade flows between Nigeria and the other countries in the region. A "situation report" on this trade, and the obstacles to it, is being produced by the Laboratory for Regional Spatial Analysis (LARES) in Cotonou. This preliminary exercise is required as the border-monitoring unit has been inactive for nearly two years, and as a result of recent developments including economic liberalisation in Nigeria and the implementation of WAEMU's common external tariff.

The report will provide a basis for a seminar with a panel of English- and French-speaking entrepreneurs probably in the first half of July. In the 3rd quarter of 2000 the results of these discussions will be used to provide national policy-makers in the region with inputs on private sector views.

The work programme includes a cross-border consultation process between the cities of Korhogo, Sikasso and Bobo Dioulasso. A preliminary issues paper has been sent to these cities' authorities, and the Secretariat will be visiting shortly to explore how the process could be initiated.

Progress as of 31 May 2000 - ISAM/Regional Integration

Output	Tasks	Work as of 31 May 2000*	
A320320: Sikasso-Korhogo-Bobo Process			
	1. Help the local authorities identify their issues and their requests for support.	A	
	2. Launch the process. Define additional work required. Mobilise financing.	A	
A320330: Consulting the African Private Sector			
	1. Study of regional trade flows, particularly between Nigeria and its neighbours.	A	
	2. Organise a seminar for English- and French-speaking entrepreneurs.	A	
	3. Produce a document setting out entrepreneurs' regional vision to policy-makers.	A	
A 320340: Institutional and Macro-economic Aspects, Monetary Integration			
	1. Specify the issues.	B	
	2. Make recommendations.	B	
*: A = Task will be completed as planned B = Task requires modifications which will be made during the year C = Task will not be completed as planned			
Budget data			
2000 Forecast		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total output budget for the year
2299	12.7%	904.72	39.4%

C. Aid Reform

Harmonising aid is hardly a new idea. In the North, discussion has gradually moved from development topics to aid procedures and instruments. Donors feel the need to examine together how to simplify and streamline their procedures. For some years the Club du Sahel has worked on the aid reform process in Mali, initiated by the DAC and UNDP. The Yverdon Conference confirmed that donors and the Ministerial Lobbying Group were interested in identifying innovative proposals for practical aid reform in the Club du Sahel forum. Considerable resources have been allocated to these issues in the first half of 2000, with concrete results anticipated in the second half of the year. This theme is the backbone of the 2000 work programme and has ramifications for all other Secretariat activities.

The Secretariat's "aid reform" component concentrates on three activities:

- Improving aid information systems.
- Identifying innovative practices and promoting their implementation.
- Mobilising networks to promote aid reform.

Work is currently being carried out in Burkina Faso, Mali and Senegal. Contacts are being made in Cape Verde, Gambia, and Ghana which should lead to further work in the second half of 2000.

i) Improving Information Systems

This activity focuses on improving collection and presentation of statistical information on aid flows. Available in-country data is being compared with international figures in collaboration with the OECD's Development Co-operation Directorate (DCD) and the UNDP.

- In Mali, an assessment is underway which should lead to proposals for improving the monitoring of aid flows.
- In Burkina Faso, the Secretariat is working with the Vice-Minister for Economic Development, to integrate work on aid information into a broader assessment of the country's Study and Planning Directorates (DEPs).
- Through this work, the DCD should be able to adapt the DAC database to the needs of recipient countries.
- The Secretariat intends to improve the dissemination of information on current debates in international forums, particularly to African partners.

The Secretariat is compiling information on aid mechanisms and international forums for use by interested groups in African countries.

ii) Identifying and Promoting Innovative Practices

Information on aid practices, including problems encountered and innovative actions used to address them, will be disseminated. The Secretariat is concentrating on cases relating to harmonising procedures and instruments and strengthening African ownership. This is intended to help groups of committed donors and African policy-makers to experiment with pilot approaches to reform.

- In Burkina Faso, an experiment in harmonising sector policies through the drafting of a National Strategy for Sustainable Development (NSSD), and linked to other processes (such as PRSP) is underway. An education sector programme is also being monitored, in liaison with the Vice Minister for Economic Development.
- In Mali, three types of practices have been selected: monitoring the number and relevance of seminars over one year; monitoring agencies' programming cycles and preparing a standard information kit for partners; a study of how to facilitate the access of local entrepreneurs to aid-financed contracts.
- In Senegal, the Secretariat will be working with UNDP on an inventory of good practices, and Gambia and Cape Verde have proposed specific examples that will be documented.

iii) Mobilising Networks to Promote Aid Reform

The Secretariat intends to complement efforts by donor forums to harmonise and simplify procedures with a network to provide input from a southern perspective. This network will focus on African requirements for reform based on constraints on the ground, and looking at the aid system as a whole. Agreed proposals could be tested in “real life” with a group of like-minded reform partners.

The Secretariat is also working with a small number of accountants and auditors from private companies (SGS, Price Waterhouse) and public institutions (UNDP, public audit offices) to explore alternative ways of harmonising national accounting systems and strengthened national capacities.

The Secretariat is encouraging civil society lobbying networks to take on aid reform issues through public debates with parliamentarians, researchers, political personalities and committed journalists. An alliance between networks in the North and South could help form a critical mass to accelerate the political process.

Progress as of 31 May 2000 - Aid Reform

Output	Tasks	Work as of 31 May 2000*	
A 320410: Aid Reform in Mali: Improving Statistics and Information			
	1. Compare DAC data with data available in Mali.	A	
	2. Identify sources of and needs for information for Malian policy-makers to manage aid more effectively.	A	
	3. Launch an aid information system.	A	
	4. Facilitate a public debate on aid reform.	A	
A 320420: Burkina Faso: Improving Information Systems			
	1. Identify sources of and needs for information on development co-operation.	A	
	2. Support a study of the role and effectiveness of planning directorates (DEPs) and proposals for reform.	A	
	3. Prepare a public information document on the main features of the aid system.	A	
	4. Organise a public debate.	A	
A 320430: Identification and Dissemination of Good Practices			
	1. Mali: the number and relevance of the seminars held over a year.	B	
	2. Mali: comparative analysis of aid agencies' instruments and programming cycles.	B	
	3. Mali: how to increase the access of the local private sector to aid-financed contracts.	B	
	4. Burkina Faso: reform of rural sector policies and experimental approach to an NSSD.	A	
	5. Burkina Faso: sector-wide Education Programme.	B	
	6. Senegal : Inventory of good practices.	B	
	7. Gambia: to be identified.	B	
	8. Cape Verde: Private sector trust fund.	B	
	9. Ghana: Comprehensive Development Framework.	B	
A320440: Disseminating Aid Information and Analysis			
	1. Strengthen synergies with the DAC in analysing aid data.	A	
	2. Set up a group to analyse the composition of aid flows and their economic impact.	B	
	3. Circulate synthesis documents on aid reform processes.	A	
A320450: Aid Code of Good Practices and Networks			
	1. Identify a group of committed high-ranking government officials in the North and South, and encourage these opinion-leaders to support practical reforms.	A	
	2. Identify a group of administrative and financial managers in aid agencies and work with southern managers to improve effectiveness.	A	
	3. Prepare code of good practices and facilitate debate in the North and South.	A	
* : A = Task will be completed as planned B = Task requires modifications which will be made during the year C = Task will not be completed as planned			
Budget data			
2000 Forecast		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total output budget for the year
3310.6	18.4%	1088.76	32.9%

D. Support for the GMAP and the Bamako 2000 Conference

The Ministerial Lobby Group met as planned in March and May. The two meetings were an opportunity to examine more thoroughly its role and action programme on the priority topics: "Regional integration", "Aid reform" and "Sahel 21". The Club and CILSS Secretariats support the GMAP, organising meetings, mobilising ministers in consultation with the Co-ordinating Minister of the CILSS and the GMAP. Contacts were made to recruit new members from Senegal (new government), Burkina Faso, Niger, Nigeria, and Ghana. The executive secretary of the African Capacity Building Foundation (ACBF) has expressed interest in financing some of the GMAP work. Contacts have also been made with the Economic Commission for Africa and the African Development Bank.

The GMAP has agreed on a list of issues under the three topics. It would like to discuss this list with aid agencies in June prior to selecting a limited number for discussion at the Special Meeting during Bamako 2000. The Group has also been mandated by the CILSS Council of Ministers to monitor preparations for events associated with the next CILSS Heads of State Summit planned for 1-15 November 2000 in Bamako.

Progress as of 31 May 2000 - GMAP: Ministerial Lobby Group

Output	Tasks	Work as of 31 May 2000*	
A320110 GMAP: Ministerial Lobby Group			
	1. Facilitate the group: organise consultations and meetings.	A	
	2. Support expansion of its membership.	A	
	3. Provide support for priority topics.	B	
A320120 Bamako 2000 - Special Meeting with Donor Agencies			
	1. Help GMAP and CILSS organise events held in conjunction with the Summit (especially the Special Meeting between the Ministerial Group and Donors).	B	
*: A = Task will be completed as planned B = Task requires modifications which will be made during the year C = Task will not be completed as planned			
Budget data			
2000 Forecast		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total output budget for the year
1757.3	9.7	1348.96	76.8%

E. Transfer Activities — Support for CILSS

The Club Secretariat supports the CILSS in facilitating the Food Crisis Prevention Network. For the last crop year, food crop production reached the record level of 11.6 million tonnes. The CILSS is now assessing the results and monitoring the requirements of vulnerable groups. The Secretariat finances an international consultant and attends selected meetings of the Network. The two institutions consult regularly on food security issues. The CILSS is currently leading consultations on revising the objectives and membership of the Food Crisis Prevention Network. It will use the findings to make proposals at the CILSS Heads of State Summit.

The Club President, the Co-ordinating Minister, the Executive Secretary of the CILSS and the Director of the Club Secretariat met to clarify expectations for co-operation between the CILSS and Club Secretariats. They confirmed that the CILSS Secretariat will assume leadership on topics within its mandate, and that the Club Secretariat will play a supportive role, reacting to specific requests from the CILSS within the limits of its capacity.

Progress as of 31 May 2000 - Activity transfer: Support for CILSS

Output	Tasks	Work as of 31 May 2000*	
A320710 Food Crisis Prevention Network			
	1. Support the CILSS in its monitoring of the crop season.	A	
	2. Support the CILSS in its examination of Food Security and efforts to reform the Network.	B	
* A = Task will be completed as planned B = Task requires modifications which will be made during the year C = Task will not be completed as planned			
Budget data			
2000 Forecast		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total output budget for the year
1218.5	6.8%	477.46	39.2%

F. Support for grassroots organisations

Club Secretariat support to grassroots organisations is in a transition phase in 2000:

- Direct support to farmers' organisations, is being reduced as they are scheduled to be autonomous by the end of 2000, with the start-up of a regional capacity-building fund including technical resources.
- Direct support is increasing to women's networks in collaboration with the CILSS.

i) Support for Farmers' Organisations at Regional Level

At the Yverdon conference it was proposed that a multi-donor regional capacity-building fund be established for Farmers' organisations (FOs), providing resources for periodic regional meetings and recruiting needed expertise. The Club du Sahel Secretariat agreed to help establish the fund, which will enable the FOs to become autonomous partners within the Club.

- Two meetings have been held since Yverdon. A draft document for the fund was circulated in January and a technical meeting co-financed by the Secretariat was held in May to prepare a second version.
- Several development co-operation agencies, have expressed interest in the fund. The probable executing agency, BOAD (la Banque Ouest-Africaine pour le Développement), is prepared to negotiate with the FOs.
- A meeting scheduled for July in Cotonou will formalise a regional FO network and a financing request; the Secretariat plans to organise a meeting of interested donors following Cotonou.

By the end of 2000 the fund should be operational, with a first regional meeting during Bamako 2000.

ii) Support for Grassroots Organisations in Chad

The Yverdon conference looked at emerging grassroots organisations in Chad. It was recommended that the Club facilitate a national meeting to initiate a dialogue between the State, donors and representatives of grassroots organisations. This activity is scheduled for Autumn 2000.

iii) Support for Women's Networks and Organisations

This activity was discussed with the network of Sahelian women (REFESA) at its annual meeting in November 1999. Sahelian women are under-represented in local decision-making bodies and are frequently not consulted on crucial development matters, such as aid reform. Furthermore, women's requirements could be more effectively addressed in processes such as decentralisation and natural resource management.

Starting in the 3rd quarter of 2000, efforts will be made to identify women's networks and organisations that could educate and mobilise women on topics of interest to them. The Club Secretariat will act as a facilitator between network leaders and donors.

Progress as of 31 May 2000 - Support for Grassroots Organisations

Output	Tasks	Work as of 31 May 2000*	
A 320810: Support for Farmers' Organisations at Regional Level			
	1. Help prepare technical papers required to set up a regional fund.	A	
	2. Mobilise interest and financial support of partners in the North.	A	
	3. Help organise regional meetings in Cotonou and Bamako.	A	
A 320820: Support for Grassroots Organisations in Chad			
	1. Identify the main grassroots organisations in Chad and their partners.	C	
	2. Organise a national meeting to encourage greater dialogue between the State, donors and civil society.	C	
A 320830: Women's Networks and Organisations			
* A = Task will be completed as planned B = Task requires modifications which will be made during the year C = Task will not be completed as planned			
Budget data			
2000 Forecast		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total output budget for the year
1637.4	9%	624.64	38.1%

G. Relations with Members and the Presidency

This work area is clearly crucial for ensuring the overall value-added of the Club du Sahel and the quality of the consultation processes from which work outputs are derived. Based on the mapping of the Club du Sahel «space» which the Secretariat did at the request of the Netherlands' Presidency, it is clear that the «underdeveloped» part of the Club's networks is the northern part. Special emphasis will be placed this year on better understanding the priorities of the Club's fourteen participating development co-operation agencies and identifying committed individuals willing to join thematic North-South networks. The Strategy and Policy Group meeting in June will be an opportunity for development co-operation agencies to take stock of recent shifts in the role of the Club du Sahel and to assess the degree of involvement that they are prepared to make.

Secretariat staff now have individual responsibilities for maintaining closer contacts with donor agencies. This means fostering relations and visiting each donor agency at least once a year. During these annual visits a series of meetings/seminars could be organised based on donor interest. Thematic news flashes will be prepared to keep those participating in networks apprised of new developments at headquarters and in the field. The aim is to customise information and help foster personal relations that could be nurtured at very little cost through, for example, arranged stopovers during scheduled missions to and from West Africa.

The Club Secretariat has already made one joint visit with the Netherlands' Presidency to Burkina Faso and Mali in February 2000. During other Secretariat visits to the region and in particular exploratory visits to Côte d'Ivoire and Nigeria, the Netherlands' embassies in the countries concerned have played a very constructive role in providing advice on possible contacts in the country. This type of arrangement could be extended to include other donor representatives that are active in the Club du Sahel forum.

Preliminary contacts have been made with staff from the ECOWAS and WAEMU Secretariats regarding the establishment of working relations in areas of mutual interest. Both institutions expressed interest in co-operating with the Club du Sahel Secretariat and in making a connection in an informal context with the donors active in the Club. Apparently the CILSS currently enjoys a rather unique position in its access to donors through the Club du Sahel networks.

There is renewed interest in trying to adapt the Club du Sahel approach to other regions of Africa and, in particular, to the Great Lakes and Central African region. The Secretariat, under the leadership of the DAC Chair, has agreed to co-operate with an initiative that includes the Economic Commission for Africa (ECA), the Global Coalition for Africa (GCA), the African Development Bank and the World Bank. A first technical meeting was held in Washington in April, and detailed terms of reference for a study will be discussed in a second technical meeting in July 2000. In the institutional division of labour, the OECD is responsible for looking at regional development problems from a medium-term perspective.

Progress as of 31 May 2000 - Relations with Members and the Presidency

Core Functions			
Output	Tasks		Work as of 31 May 2000*
A 3205 Relations with Members and Presidency			
	1. Establish North-South thematic networks and facilitate the exchange of information and views.		B
	2. Establish relations with the secretariats of key sub-regional organisations responsible for regional integration.		B
	3. Facilitate exchange of views on how the Club experience could be adapted to other sub-regions of Africa.		A
* A = Task will be completed as planned B = Task requires modifications which will be made during the year C = Task will not be completed as planned			
Budget data			
2000 Forecast		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total output budget for the year
2207.7	12.2%	965.74	43.7%

H. Communication and Information

To fulfil its new role the Secretariat must develop tools that allow it to identify, select, process and compile information rapidly, communicate quickly, efficiently and informally with a variety of different audiences, tailoring information to specific interests.

In 2000, the Secretariat is organising the internal production of its own material. This needs to be compiled in a standard manner and stocked in a central system, thus allowing the information elements to be combined to provide a range of outputs, which can then be disseminated in different ways.

The document management system is being overhauled and the Club's documents will be available on OLIS – the OECD's online documentary system in the second half of 2000. A documentation centre has been established and an inventory made of the Secretariat's documentary base. The Internet site is being revamped completely – to be powered by a database – and a partial site should be available by early autumn. The contacts list is being revised and updated and moved to a more efficient database system. A variety of general information has been compiled and sent to members (short general introduction to the Club; Key Sheets; the Bulletin). These will be followed by others including electronic news flashes and information from the region provided by a network of journalists.

Towards the end of 2000 – and resources permitting - the Secretariat proposes to explore how new information technologies could be more efficiently harnessed to provide effective support for the flow of information and communication between members, and to steer members towards the sources of information and analysis best suited to their needs.

Progress as of 31 May 2000 - Communication and Information

Core Functions			
Output	Tasks		Work as of 31 May 2000*
A320610	Communication & Information		
	1. Overhaul the Secretariat's document management system.		A
	2. Revamp the Internet site.		A
	3. Improve information to members – more efficient contacts system.		A
	4. Review products and image.		A
	5. Disseminate the Club's work, in appropriate forms, to a wider audience in the Sahel and West Africa.		A
	6. Examine interconnection of document centres of CILSS institutions and others in the region. Examine how information flow could be improved.		B
* A = Task will be completed as planned B = Task requires modifications which will be made during the year C = Task will not be completed as planned			
Budget data			
2000 Forecast		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total output budget for the year
1610	8.9%	832.6	51.7%

I. Management of the Secretariat

The Director of the Secretariat has set several managerial and administrative objectives for 2000:

- To provide reliable and efficient support to the substantive activities of the work programme;
- To ensure the efficient and transparent use of resources within the administrative and regulatory framework of the OECD;
- To provide regular reporting to Club members;
- To continually develop the competencies and performance of the Secretariat's staff and improve working methods.

Effort has been invested in recent months on improving work efficiency through restructuring and streamlining internal procedures and introducing methods that make effective use of modern technology. The priorities for 2000 are:

- a) ***Transferring the Club's accounts to the new financial management system introduced by OECD while resolving all outstanding transition problems.***

The initial transfer has taken place and expenditure is being managed within this new framework. Many problems have been found and these are being resolved one by one in collaboration with the Budget and Finance Service. Work will continue throughout the year, until one full annual cycle under the new system has been completed, by which point transition problems should have been resolved.

- b) ***Revising the Club's internal financial management procedures, simplifying budget management, improving reporting to donors and preparing proposals for the next three-year work programme beginning in 2001.***

The 2000 budget was prepared on an activity basis - as proposed in the 1998 evaluation report and agreed by donors at the meeting of the Strategy and Policy Group in December 1999. The mid-year report is presented on the same basis. The budget distinction between the Secretariat and the Working Group is being phased out as rapidly as possible. This artificial division imposes a rigidity that complicates financial management, hampers an efficient use of resources and makes it difficult to provide donors with an accurate picture of the level of resources dedicated to each activity.

- c) ***Increase the competencies of staff to work within the Club's new orientation and to adapt to new technologies. Provide clear performance objectives while applying OECD's new performance management system.***

For the first time performance objectives have been agreed with both direct supervisors and the Director. Extensive training has already been carried out in 2000 – especially in software packages (Powerpoint; Internet; Database; spreadsheets; new contacts software). Further training has been identified and planned for the second half of the year especially in process management, networking techniques and facilitation for both members of the Secretariat and for selected partners.

Progress as of 31 May 2000 - Managing the Secretariat

Core functions			
Output	Tasks		Work as of 31 May 2000*
A 3209 – Managing the Secretariat			
	1. Introduce a new financial system.		A
	2. Improve internal processes and reporting to donors.		A
	3. Improve the competencies of staff, train in new techniques; introduce new technology to improve work methods; provide adequate support to staff on all aspects of information technology.		A
	4. Increase funds available to the Club.		B
	5. Provide efficient services in support of the substantive activities of the work programme.		A
* A = Task will be completed as planned B = Task requires modifications which will be made during the year C = Task will not be completed as planned			
Budget data			
2000 Forecast		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of total output budget for the year
1205.9	6.6%	1160	96.2%

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ANNEX 2: OUTPUT TABLES FOR EACH ACTIVITY

Programme:		Local and Regional Development (DLR)	
Output: A320210		Ecoloc Transfer	
OUTPUT PROGRESS			
Objectives and target audiences: Transfer Ecoloc to West Africa			
Tasks for 2000:		Work as of 31 May 2000	
1. Support the MDP in becoming a sustainable institution so that it can maintain and develop the Ecoloc programme independently.		The Secretariat and the MDP have agreed the broad elements of a "Service centre for local economies and finances in West Africa". A financing request has been submitted to the French development co-operation authorities for a feasibility study. The proposal will then be submitted to the African Capacity Building Foundation and other interested institutions for financing.	
2. Draft an Ecoloc handbook.		A summary of the handbook has been drafted by the Secretariat with MDP support. It was presented at the second Africities conference in Windhoek (Namibia) in May 2000. The full handbook will be ready in June 2000.	
3. Adapt the economic modelling tool used for Ecoloc to conditions on the ground.		A German expert has been identified, and work should be completed by the end of 2000. Two others experts will be recruited.	
4. Train African experts.		The MDP's Ecoloc programme co-ordinator has been trained to use the Ecoloc model. A regional Club Secretariat/MDP training seminar for West African experts is due to be held before the end of 2000.	
Risk factors, internal and external:			
<ul style="list-style-type: none"> Sustainability difficult to achieve, given the financial dependency MDP and the fact that there is only one full-time staff member on the Ecoloc programme. 			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of output budget
1576	8.7%	615	39%

Programme:		Local and Regional Development (DLR)	
Output: A320220		Regional Processes	
OUTPUT PROGRESS			
Objectives and target audiences: Facilitate processes to support decision-making on cross-border regional trade and investment.			
Tasks for 2000:		Work as of 31 May 2000	
1. Support an Ecoloc process in the Louga region in Senegal.		The framework document has been produced. The President of Louga region is currently mobilising financing.	
2. Support the launch of an Ecoloc study in the Savanes region in Côte d'Ivoire.		No progress because of events in Côte d'Ivoire.	
3. Support the launch of a "Local-Regional" process for Bobo Dioulasso (Burkina Faso), Sikasso (Mali) and Korhogo (Côte d'Ivoire).		The document setting out the issues and proposing ways of advancing the process has been prepared and is under consideration by the mayors of the three cities. The process should start by the end of 2000.	
Risk factors, internal and external:			
<ul style="list-style-type: none"> Political or other events that prevent action. 			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of output budget
844	4.7%	344	41%

Programme:	Local and Regional Development (DLR)		
Output: A320230	Local Development Strategies		
OUTPUT PROGRESS			
Objectives and target audiences: Together with the MDP, monitor local debates on the results of Ecoloc studies in order to distil lessons learned.			
Tasks for 2000:		Work as of 31 May 2000	
1. Attend local debates, assess them and identify lessons learned.		The Secretariat attended the Ecoloc dissemination session in Bobo Dioulasso, and monitored the Ecoloc dissemination session in Sikasso.	
2. Provide advice on request.		The Secretariat and the MDP drafted proposals for Ecoloc follow-up in Bobo Dioulasso at the request of its mayor, the CND and the French development co-operation.	
3. Synthesise these experiences.		In the Ecoloc handbook summary, there is a summary of current experience (Summary, Chapters 4 and 5).	
Risk factors, internal and external:			
<ul style="list-style-type: none"> Financial constraints in raising more resources. Lack of staff in MDP. 			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of output budget
281	1.6%	98	35%

Programme:		Local and Regional Development (DLR)	
Output: A320240		General Management	
OUTPUT PROGRESS			
Objectives and target audiences:			
1) Initiate transfer of the Ecoloc tool to West Africa; 2) Draw practical implications for development co-operation operations; 3) Encourage donors to use the Ecoloc approach; 4) Contribute to a new approach to regional integration.			
Tasks for 2000:		Work as of 31 May 2000	
1. Disseminate Ecoloc, encourage its use in development programmes/projects.		Ecoloc was presented at the World Bank's Rural Week in February 2000. The Bank showed interest in this approach especially for Urban-Rural Linkages. The UK DFID may support an Ecoloc study in Ghana. The French authorities are financing two new Ecoloc studies in Guinea. The Netherlands development agency is to finance two Ecoloc studies in Benin by the end of 2000. The European Union is starting two new studies in Côte d'Ivoire. The national decentralisation commission (CND) in Burkina Faso plans to start ten studies in 2001. Decentralised co-operation between Lille and Saint-Louis du Sénégal is working on how to revive selected high-potential sectors. The Secretariat has supported negotiations between the MDP and the Cities' Alliance of the World Bank and the UNCHS.	
2. Support the MDP in disseminating Ecoloc to local elected representatives and national officials.		The Secretariat organised a presentation at Africities 2000, with the Ecoloc handbook.	
3. Develop sharing of experience with people, institutions and networks working on local development.		An initial list of interested people has been established.	
4. Examine linkages between the "Local and Regional Development" and "Aid Reform" activities.		The Secretariat has produced a perspective note on this topic as a contribution to discussions leading to proposals at the end of 2000.	
Risk factors, internal and external:			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of output budget
113	0.6%	53	47%

Programme:		ISAM / Regional Integration	
Output: A320320		Sikasso-Korhogo-Bobo Process	
OUTPUT PROGRESS			
Objectives and target audiences:			
Ecoloc studies and processes have already been launched in Sikasso, Korhogo and Bobo Dioulasso. The activity aims to promote cross-border consultations between these cities' authorities. This will enable them to present a common position to national governments or WAEMU on their shared concerns. Where there is competition, the cities can examine the issues jointly to identify an optimum course of action. The target audience is initially the local authorities.			
Tasks for 2000:		Work as of 31 May 2000	
1. Help local authorities to identify their priorities and the type of support needed.		Draft discussion note sent to the three mayors. Mission planned for June or July 2000.	
2. Launch the process. Define studies to be done.		Second half of 2000.	
3. Mobilise financing.			
Risk factors, internal and external:			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of output budget
294	1.6%	97	33%

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Programme:		ISAM / Regional integration	
Output: A320330		Consulting the African Private Sector	
OUTPUT PROGRESS			
Objectives and target audiences:			
Help English- and French-speaking entrepreneurs in West Africa to analyse constraints on regional trade and present their views of regional integration to national policy-makers, ECOWAS and WAEMU.			
Tasks for 2000:		Work progress at 31 May 2000	
1. Analyse trade flows particularly between Nigeria and its neighbours.		Study underway by LARES (Cotonou) with a Nigerian consultant.	
2. Analyse the impact of liberalisation in Nigeria and the WAEMU common external tariff.		Due to be completed in mid-June.	
3. Describe the main obstacles to trade.			
4. Organise a seminar for English- and French-speaking entrepreneurs.		Planned for July 2000.	
5. Use the study in Task 1 as a discussion paper for the seminar.			
6. On the basis of the seminar findings and any further surveys or interviews, draft a document presenting entrepreneurs' regional vision to policy-makers.			
Risk factors, internal and external:			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of output budget
1474	8.2%	662	45%

Programme:		ISAM / Regional integration	
Output: A320340		Institutional and Macro-economic Aspects, Monetary Integration	
OUTPUT PROGRESS			
Objectives and target audiences: Help the Ministerial Lobby Group reach common positions on the institutional aspects of regional integration, given the proliferation of institutions operating in this field.			
Tasks for 2000: 1. Specify the issues. 2. Make specific recommendations.		Work as of 31 May 2000 An initial issue paper was drafted in March.	
Risk factors, internal and external: • The GMAP needs to develop a common position. If the GMAP so desires, a new study on IGO reform could be envisaged on the basis of other recent studies.			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of output budget
531	2.9%	146	28%

Programme:		Aid Reform	
Output: A320410		Aid Reform in Mali: Improving Statistics and Information	
OUTPUT PROGRESS			
Objectives and target audiences:			
Objectives:			
1. Improve statistics on aid to Mali: Comparison of flows as recorded by the DAC and Mali authorities.			
2. Define objectives of an improved aid information system, and how it might be established.			
3. Organise public debate on aid.			
Users:			
1. Ministry of Finance and Prime Minister's office, technical ministries.			
2. Civil society organisations, aid user groups.			
3. Donors: local representatives, head offices, aid reform forums (DAC, SPA).			
Tasks for 2000:		Work as of 31 May 2000	
1. Compare DAC data with data produced in Mali.		Mission completed, report drafted and circulated.	
2. Identify sources of and requirements for information needed by Malian policy-makers to manage aid more effectively.		Preliminary mission completed.	
3. Upgrade the aid information system.		<i>Dependent on findings of preceding activity</i>	
4. Facilitate public debate on the conclusions of aid studies (aid reform, preliminary report on the information system).		<i>Dependent on findings of preceding activity</i>	
Risk factors, internal and external:			
<ul style="list-style-type: none"> Progress depends on the political will of the Malian government to promote reliable and transparent information systems, but this is subject to the uncertainties of national politics. Progress also requires political will from donors, to act accordingly. This is subject to policy changes. 			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of output budget
575.7	3.2%	334	58%

Programme:	Aid Reform		
Output: A320420	Burkina Faso: Improving Information Systems		
OUTPUT PROGRESS			
Objectives and target audiences:			
Objectives:			
1. Improve information on aid flows to Burkina Faso: comparison of flows as recorded by the DAC and available in Burkina Faso.			
2. Define objectives of an improved aid information system and how it might be established.			
3. Organise a public debate on the availability of information and requests for its improvement.			
Users:			
1. Ministry of Finance and Prime Minister's office, technical ministries.			
2. Civil society organisations, aid user groups, PRSP.			
3. Donors: local representatives, head offices, aid reform forums (DAC, SPA),			
Tasks for 2000:		Work as of 31 May 2000	
1. Identify sources of and requirements for information on development co-operation so as to make it more useful and effective.		Agreement from the Vice Minister for Economic Development. A team of consultants began work in May 2000 and their interim findings will be presented to a meeting in June.	
2. Support a study of the role and operation of the study and planning directorates (DEPs) and proposals for reform.		Agreement from the Vice Minister for Economic Development. Meeting planned for June with the Minister and planning directorates.	
3. Prepare a public information document on the main features of the aid system.		<i>Waiting for material from Tasks 1 and 2</i>	
4. Organise a public debate.		<i>Waiting for the document from Task 3</i>	
Risk factors, internal and external:			
<ul style="list-style-type: none"> Progress requires the political will of the Burkinabé government to promote structured, transparent information, but this is subject to the uncertainties of national politics. Progress also requires political will from the donors. 			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of output budget
371	2.1%	156	42%

Programme:		Aid Reform	
Output: A320430		Identification and Dissemination of Good Practices	
OUTPUT PROGRESS			
Objectives and target audiences:			
Objectives:			
1. Identify cases that are useful for aid reform, either because they involve innovative practices or because they illustrate major problems.			
2. Describe these cases and the actors involved; identify obstacles, risks and possible solutions.			
3. Organise a debate on the cases to identify implications for changing practices.			
4. Facilitate implementation of innovative solutions to the problems identified, by disseminating proposals and organising dialogue between actors on the basis of shared information.			
Users:			
1. Actors directly involved (Africans, donors).			
2. Aid reform forums (DAC, SPA).			
Tasks for 2000:		Work as of 31 May 2000	
1. Mali: an inventory and analysis of the seminars held over a year.		An inventory of all studies done over a year was rejected by some donors; the proposal relating to seminars appears to be acceptable.	
2. Mali: comparative analysis of the aid agencies' instruments and programming cycles.		Terms of reference are available.	
3. Mali: how to facilitate access of local entrepreneurs to aid-financed contracts.		A study on public procurement procedures has recently begun.	
4. Burkina Faso: reform of rural sector policies and experimental approach to an NSSD.		The Minister of the Environment has asked the Prime Minister's approval to initiate an NSSD. A team of Burkinabés presented the NSSD work programme to the DAC environment working group. The DAC contractor (IIED) and the Burkina Faso team have signed a financing agreement for FF 0.9 million.	
5. Burkina Faso: Education Sector Programme.		A preliminary multi-donor assessment has just been completed.	
6. Senegal		Agreement in principle has been reached with the UNDP for a joint approach to identifying innovative practices.	
7. The Gambia		The Minister of Agriculture made a request for an inventory of good practices.	
8. Cape Verde		The Minister of Agriculture suggested that a Private Sector Trust Fund be assessed.	
9. Ghana		The Ghanaian CDF team will summarise its experience.	
Risk factors, internal and external:			
<ul style="list-style-type: none"> • Case studies present relatively minor risks. • The Secretariat is only a facilitator in the implementation of innovative solutions and so, can not guarantee results. 			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of output budget
867	4.8%	272	31%

Programme:	Aid Reform		
Output: A320440	Disseminating Aid Information and Analysis		
OUTPUT PROGRESS			
Objectives and target audiences:			
Objective: Disseminate quantitative and qualitative information on aid and reform processes to a wider public.			
Users: Those active in development co-operation who need better information on aid systems and reform processes underway.			
Tasks for 2000:	Work as of 31 May 2000		
1. Strengthen synergies with the DAC in analysing aid data.	A DAC statistician went to Mali on a joint mission with the Secretariat. A similar mission is envisaged for Burkina Faso.		
2. Set up a group to analyse the structure of aid and its economic impact.	<i>Dependent on the findings of the quantitative and qualitative analyses in Mali and Burkina Faso</i>		
3. Disseminate synthesis documents on aid reform processes.	An inventory of the various forms of co-ordination is being published. An overview of sectoral co-ordination mechanisms is being published. Two synopsis documents have been produced. The first issue of a regular newsletter is available.		
Risk factors, internal and external:			
<ul style="list-style-type: none"> • Limited risk for information systems. • The inadequate quality of data available in-country. 			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of output budget
673	3.7%	178	27%

Programme:		Aid Reform	
Output: A320450		Aid Code of Good Practices and Networks	
OUTPUT PROGRESS:			
Objectives and target audiences:			
Objectives:			
<ol style="list-style-type: none"> 1. Help African decision-makers promote implementation of aid reform using a code of good practices. 2. Identify a group of civil society opinion leaders, in the North and the South, and mobilise their support for African initiatives to reform development co-operation. 3. Set up a task force of financial managers and auditors in donor agencies, to examine how donor procedures can be made more flexible while still meeting accountability requirements. 			
Users:			
<ol style="list-style-type: none"> 1. African decision-makers and beneficiaries of aid. 2. Committed decision-makers in the North. 			
Tasks for 2000:		Work as of 31 May 2000	
1. Identify a group of committed opinion leaders in the North and the South, and encourage them to support practical reforms.		The former Planning Minister of Senegal will be touring West African countries. A Netherlands academic is also recruiting committed members in the North.	
2. Identify a group of administrative and financial managers in aid agencies and work with this group to determine how to make processes more flexible.		Monitoring expert groups from DAC and SPA. Discussion of proposals to "privatise" control and auditing of aid activities with the SGS and OECD/SIGMA groups.	
3. Prepare a code of Good Practices and organise debates in the North and the South.		The former Senegalese Planning Minister has agreed to interview colleagues and draw up preliminary proposals for a Code. The proposal was presented and discussed at the GMAP. An amended version will be proposed at the GOP meeting in June; the GOP will decide how to proceed within the framework of preparations for the Bamako meeting.	
Risk factors, internal and external:			
<ul style="list-style-type: none"> • Degree of commitment of decision-makers to promoting practical reforms. • Capacity of the Secretariat to position the Club as a North-South forum on practical innovations. 			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total ('000 FF)	% of total Secretariat budget	Total ('000 FF)	% of output budget
824	4.6%	150	18%

Programme:	GMAP		
Output: A320110	GMAP : Ministerial Lobby Group		
OUTPUT PROGRESS			
Objectives and target audiences: Set up a new type of partnership between African leaders and development co-operation agencies, based on support for African initiatives and the transfer of development management responsibility to the South.			
Tasks for 2000	Work as of 31 May 2000		
1. Co-ordinate the Group.	The GMAP met in March and May 2000, as planned.		
2. Extend the Group's membership.	A number of new ministers from Sahelian and coastal countries were contacted along with several experts. The GMAP now includes ten Ministers.		
3. Provide support for priority topics.	The Group is looking at three topics: Sahel 21, regional integration and aid reform.		
Risk factors, internal and external:			
<ul style="list-style-type: none"> • Availability of Ministers: Given heavy work schedules, other ways of communications need to be found and appropriate technical support to develop proposals. • Donors involvement: This is essential to move forward on joint actions. 			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total ('000 FF)	% of total Secretariat budget	Total (FF '000)	% of output budget
1126	6.2%	1118	99%

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Programme:		GMAP	
Output: A320120		Bamako 2000 Special Meeting with Donor Agencies	
OUTPUT PROGRESS			
Objectives and target audiences: Organisation of this event.			
Tasks for 2000 1. Help GMAP and CILSS organise this event to be held in parallel to the Summit. 2. Help CILSS organise the Summit.		Work as of 31 May 2000 The topics for the special GMAP-donor meeting should be clearer in June. The Club Presidency is encouraging a "focused" event that encourages direct exchanges and leads to concrete results. The Club Presidency will help with this task.	
Risk factors, internal and external: • The Club and CILSS have different views on the organisation and objectives of this meeting. • An understanding should be reached by June. • CILSS is planning 11 days of events. The Club will focus on the Special Meeting of 1 ½ days.			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total ('000 FF)	% of total Secretariat budget	Total ('000 FF)	% of output budget
631	3.5%	231	37%

Programme:	Transfer Activities: Support for CILSS		
Output: A320710	Food Crisis Prevention Network		
OUTPUT PROGRESS			
Objectives and target audiences: CILSS is responsible for facilitating the network. The Secretariat will support CILSS efforts to reform the network.			
Tasks for 2000		Work as of 31 May 2000	
1. Support CILSS in its monitoring of foodcrop production.		In 1999 there was a record production of 11.6 million tons. CILSS has organised monitoring meetings as planned. CILSS, the WFP and staff from existing information systems (FEWS, DIAPER, etc.) are presently examining food security and vulnerable groups to determine how to harmonise the way of assessing the requirements of vulnerable groups. The Secretariat is providing a consultant to support CILSS.	
2. Support CILSS in its examination of Food Security and efforts to reform the Food Crisis Prevention Network.		There is frequent consultation with CILSS on this matter, which should lead to specific recommendations being presented at the CILSS Heads of State Summit in Bamako in November 2000.	
Risk factors, internal and external: • The Secretariat loses its direct access to information.		Consultations need to be more regular for the Secretariat to play its role.	
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total ('000 FF)	% of total Secretariat budget	Total ('000 FF)	% of output budget
989	5.5%	477	39%

Programme:		Support for Grassroots Organisations	
Output: A320810		Support for Farmers' Organisations (FOs) at Regional Level	
OUTPUT PROGRESS			
Objectives and target audiences:			
Objectives:			
1. Encourage national farmers' organisations in West Africa to set up networks and share experience.			
2. Support the creation of a multi-donor fund to support farmers' organisations, managed by an independent financial institution. Such a fund would allow farmers' organisations to meet regularly and play their partnership role more fully.			
3. Provide technical assistance to farmers' organisations to create the fund.			
4. Help farmers' organisations make development co-operation agencies more aware of their concerns.			
Users:			
1. National farmers' organisations in West Africa.			
2. Donors and NGOs who work directly with farmers' organisations.			
3. National and regional rural development policy-makers and their contacts with donors.			
Tasks for 2000		Work as of 31 May 2000	
1. Help prepare technical papers required to set up a regional fund.		A number of notes with suggestions were drafted. A consultant specialising in setting up funds has been identified and will be financed by the Secretariat.	
2. Mobilise interest and financial support of partners in the North.		Regular information to donors and NGOs in the North on recent developments in the preparatory process. Preparation of a meeting between donors and farmers' organisations to finalise financial commitments to the fund.	
3. Help organise regional meetings in Cotonou and Bamako.		The Secretariat has co-financed a technical meeting to prepare for the Cotonou meeting.	
Risk factors, internal and external:			
<ul style="list-style-type: none"> The farmers' movement is very heterogeneous and it will not be easy to consolidate activities in the framework of a single fund. The political dynamics between movements with different origins and coverage may delay the process of agreeing on a "technical" proposal acceptable to donors. 			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total ('000 FF)	% of total Secretariat budget	Total ('000 FF)	% of output budget
561	3.1%	220	39%

Programme:	Support for Grassroots Organisations		
Output: A320820	Support for Grassroots Organisations in Chad		
OUTPUT PROGRESS			
Objectives and target audiences:			
Objectives:			
1. Encourage the development of grassroots organisations in Chad and their participation in national policy discussions.			
2. Organise a national meeting to encourage the government to recognise the role of grassroots organisations in development.			
Users:			
1. Grassroots organisations in Chad.			
2. The government of Chad.			
3. Donors in Chad.			
Tasks for 2000		Work as of 31 May 2000	
1. Identify the main grassroots organisations in Chad and their partners.		Activity planned for the second half of 2000.	
2. Organise a national meeting to encourage greater dialogue between the State, donors and civil society.		Activity planned for the second half of 2000.	
Risk factors, internal and external:			
<ul style="list-style-type: none"> The political situation in Chad is unstable and may change at any time. The Chadian government's commitment to the process is limited. 			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total ('000 FF)	% of total Secretariat budget	Total ('000 FF)	% of output budget
205	1.1%	31	15%

SAH(2000)2

Programme:		Support for Grassroots Organisations	
Output: A320830		Women's Networks and Organisations	
OUTPUT PROGRESS			
Objectives and target audiences: Support networks and women's organisations in Sahelian countries.			
Tasks for 2000		Work as of 31 May 2000	
1. Identify women's networks and organisations.		Activity begins in June.	
2. Increase the capacities of networks and organisations through specific activities defined by them.		Activity begins in June.	
3. Identify the information and communication needs of these networks and organisations.		Activity begins in June.	
4. Take into account the viewpoints of these networks and organisations in Club activities, particularly aid reform.		Activity begins in June.	
Risk factors, internal and external:			
<ul style="list-style-type: none"> • Difficulty mobilising/raising the awareness of women's networks and organisations. 			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total ('000 FF)	% of total Secretariat budget	Total ('000 FF)	% of output budget
872	4.8%	374	43%

Programme :		Core Functions	
Output: A3205		Relations with Members and the Presidency	
OUTPUT PROGRESS			
Objectives and target audience :			
<ol style="list-style-type: none"> 1. Encourage African leadership in the Club du Sahel forum and more involvement of development co-operation agencies in response to African initiatives. 2. Work to promote the vision established by the co-Presidents, Mr. Joan Boer and Mr. Arjan Hamburger, at the December Strategy and Policy Group meeting. 3. Encourage exchanges of views and experience at the sub-regional level. Where possible promote exchanges of experiences on regional approaches among the different regional groupings in Africa. 4. Strengthen the effectiveness of donor support to sub-regional organisations by building a group of "like-minded" co-operation agencies that are willing to experiment with new approaches. 			
Tasks in 2000		Work as of 31 May 2000	
1. Establish North-South thematic networks and facilitate the exchange of information and views through electronic discussion groups and a few catalytic meetings.		Thematic networks have been developed with southern partners on a regional basis. Contacts are being made with development co-operation agencies to complement these southern networks. The main selection criterion will be interest and personal commitment.	
2. Establish relations with the secretariats of key sub-regional organisations such as ECOWAS and WAEMU to complement those already developed with the CILSS.		The preparatory process for the Special Meeting to be held in Bamako in November 2000 should be the catalyst for deepening relations between the Club Secretariat and the secretariats of ECOWAS and WAEMU. Preliminary contacts to this effect have already been made. The Club Secretariat is awaiting general orientations from the Ministerial Lobby Group in order to develop joint work programmes.	
3. Facilitate exchange of views on the Club du Sahel experience as it could be adapted to other sub-regions of Africa.		The Secretariat is working in partnership with the OECD/DAC, ECA, GCA and the World Bank to examine how an informal regional approach (inspired from Club du Sahel experience) could be adapted for the Great Lakes and Central African region. A first technical meeting was held in April. A small group is now drafting detailed terms of reference which will be presented at a second meeting scheduled for end-June.	
Risk Factors, internal and external:			
<ul style="list-style-type: none"> • Capacity of the Secretariat to ensure active follow-up. • Willingness of development co-operation agencies to join North-South thematic networks. • Sustainability of the institutional partnership with respect to the Great Lakes and Central African initiative. 			
Budget data			
2000 Budget		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of output budget
2208	12.2%	966	44%

SAH(2000)2

Programme :	Core Functions		
Output : A320610	Communication & Information		
OUTPUT PROGRESS			
Objectives and Target audience			
To improve the overall information provided and the communication with Members and others interested in the region			
Tasks in 2000	Work as of 31 May 2000		
1. Upgrade the Secretariat's document management system	Trials currently being run. Online documentary system for Club documents should be available in second half of the year.		
2. Revamp the Internet site.	Underway. Partial new site should be available in the summer. Complete revamp powered by a database for information should be available in the fall.		
3. Improve information to members.	Already produced: Short introduction to the Club; Key sheets on main work areas; President's newsletter. Underway: i) working on visual presentation of material; ii) Events and communications planning – database being defined; iii) Newsletter 6 times per year - establishing network of journalists to provide news from the region; iv) revamping the database for managing information on contacts and mailing lists.		
4. Interconnect Document centres of CILSS system institutions.	Documentary centre at the Secretariat established. Discussion with World Bank on possibility of the Club participating in Global Development Portal to improve information on the region.		
5. Disseminate the Club's work, in appropriate forms, to wider audience in the Sahel and West Africa.	New format for Club Newsletter under preparation. Regular one-page news flashes being prepared for thematic networks.		
Risk factors, internal and external:			
• Capacity of the Secretariat to develop an information pipeline that could be customised to specific information needs.			
Budget data			
Budget 2000		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of output budget
1610	8.9%	833	52%

Programme :	Core Functions		
Output: A3209	Management of the Secretariat		
Objectives and Target audience Improve the capacity and management of the Secretariat and its resources			
Tasks in 2000	Work as of 31 May 2000		
1. Introduce a new financial management system	New budget introduced to simplify financial management introduced with new structure of accounts. Expenditure being followed this framework in 2000.		
2. Improve reporting to donors	1999 reporting to donors on expenditure and 2000 mid-term review completed with consolidated budget/expenditure by activity. Underway: verification of all financial agreements with donors and introduction of database to allow better monitoring and follow-up of agreements. Discussions with donors to consolidate reporting requirements to allow more efficient management of financial resources and transparent reporting.		
3. Improve the capacity of staff, introduce new technology to improve working methods and provide adequate support to staff on all aspects of information technology.	Performance objectives have been agreed and reviewed with direct supervisors and the Director. Extensive training carried out, especially in software packages (Powerpoint; Internet; database; spreadsheets) and in new computer systems. Further training identified and planned especially in process management, networking techniques and facilitation for Club and partners. New software introduced for managing contacts. Last remaining computer installations aligned on OECD standards. New printing installations introduced.		
4. Increase funds available to the Club.	A short note will be prepared and presented to Secretariat shareholders during a meeting planned for July in Paris.		
Risk factors, internal and external:			
Budget data			
Budget 2000		Commitments at 31 May 2000	
Total (FF '000)	% of total Secretariat budget	Total (FF '000)	% of output budget
1206	6.6%	1160	96%