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**SAH/GOP/M(2000)1**



Club du Sahel  
Organisation for Economic Co-operation and Development

**OLIS : 07-Nov-2000**  
**Dist. : 09-Nov-2000**

**Or. Fre.**

**CLUB DU SAHEL**

**Strategy and Policy Group**

**STRATEGY AND POLICY GROUP MEETING OF THE CLUB DU SAHEL**

**Washington (USA), 16 June 2000**

**Summary Record**

Declassified

**97563**

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## **Introduction**

1. The Club du Sahel Strategy and Policy Group (GOP) met in Washington on 16 June 2000. This followed a meeting on 14 June of the Ministerial Lobbying Group (GMAP). On 15 June the GMAP discussed with various development co-operation agencies its work programme and proposals for co-operation to be presented to the plenary session the following day.

2. The main purpose of the GOP meeting was to prepare for the special meeting to be held in advance of the CILSS Heads of State Summit planned for the first half of November 2000, and to establish a platform for co-operation on the three issues defined by the GMAP: Sahel 21, Aid Reform, and Regional Integration.

3. The meeting was co-chaired by Minister Hassan G. Sallah, CILSS and GMAP Co-ordinating Minister, and Joan Boer, co-President of the Club du Sahel. It was attended by GMAP Minister members from Cape Verde, The Gambia, Ghana, Nigeria, Mali and Senegal, and representatives of Belgium, Canada, Denmark, France, Germany, Italy, Japan, Netherlands, Switzerland, United States, CILSS, Global Coalition for Africa, IMF and World Bank.

4. In his introduction, the Club President pointed out the progress made by the South in its involvement in Club activities, particularly by the GMAP, which the Club considers to be a dynamic, well-organised partner open to West Africa. The Presidency's priority is now to help improve the involvement of the "North" in the Club's work. Minister Sallah said that the GMAP was a discussion and lobbying group aimed both at African States and Northern partners, with a view to concrete action. In particular, he hoped that concrete results would follow the Bamako meeting.

5. This report contains the main conclusions of the 16 June meeting formalising the results of the preceding meetings.

### **A. BAMAKO 2000**

6. The CILSS Heads of State Summit is due to be held in Bamako in the second week of November 2000. The Mali Minister for Rural Development, Ahmed El Madani Diallo, undertook to provide partners with the exact dates by the end of June, so that they can organise the participation of Ministers and Northern officials at this important meeting.

7. A meeting to prepare the Summit, comprising the GMAP and GOP partner members, is due to be held in September, probably in Cape Verde, to examine the various themes selected for the special meeting.

### **B. REGIONAL INTEGRATION**

8. After discussing this theme the GMAP wishes to adopt a new approach to regional prospects, now that all the States in the region are committed to regional integration, since they have realised their inability to cope singly with major development issues. The partners restated the importance of being realistic in strategies and programmes in order to be credible. GMAP members stressed that they needed to understand the constraints of the development co-operation agencies in supporting regional projects and expressed the desire to help move donors' focus towards financing of a regional nature.

9. France and Switzerland expressed an interest in working actively together with the GMAP on this issue. Canada also expressed an interest, but wished to have more information about GMAP work before committing itself. Ministers John Igué of Benin, Amadou Sar of Senegal, Olawale Edun of Nigeria and Anne Konaté of Burkina Faso are the GMAP members in charge of Regional Integration.

10. The main conclusions of the debate, as presented by GMAP members, were the following:

**a) Regional integration must be seen in the widest sense, including goods, services, capital and human resources.**

**b) There was agreement on the six themes proposed (see below), with comments on the short-term feasibility of some of them.**

- Reform/rationalisation of the sub-region's intergovernmental organisations (IGOs).
- Analysis of the risks of widening disparities in development.
- Analysis of the advantages and constraints of monetary convergence.
- Analysis of the constraints and limiting factors for the dynamism of local economies, decentralisation and regionalisation.
- Analysis of the constraints on including regional integration objectives in IMF and World Bank programmes.
- Definition of the profile, and identification, of development partners who may support the implementation of the policies and strategies adopted.

In the light of this agreement, the following recommendations were made:

**a) Preparing a regional PRSP**

- The GMAP should organise itself for preparing a regional PRSP. The World Bank will support this process and present it to its Board.
- The GMAP wishes to redirect funds towards financing regional programmes. The World Bank should develop instruments to finance viable regional programmes thus defined.
- The Club du Sahel should act as catalyst by developing working relations between the World Bank, IMF and the GMAP with a view to producing a regional PRSP.
- ECOWAS should be involved in the process, and the role of the European Union and the bilateral partners should be defined.

**b) Taking into account the principle of subsidiarity**

- Analyse the various levels and actors involved in the components of regional strategies.
- Identify the key actors among the donors who may support the GMAP in its examination of the six themes.

**c) Developing the concept of regional public goods**

Develop a concept of regional public goods in the West African subregion that recognises that:

- There are needs that one country alone cannot meet (e.g., healthcare, education, modernisation of agriculture, trade sector policies, electricity).
- Some investments have indirect effects that can benefit the whole region, even though they may be made in one country.

**C. SAHEL 21**

11. The main conclusions of the debates on Sahel 21 were presented by CILSS and approved by the GOP. All speakers agreed on the importance for the region of food security, and undertook to focus their discussions concerning Sahel 21 on this essential element in poverty reduction.

12. The partners underlined that the Sahel 21 approach and the creation of consultation platforms with various Sahelian stakeholders were achievements that could be of value in national processes for defining PRSPs. Sahel 21 can also be used to supplement the inadequate place given to regional concerns in national PRSPs.

13. It was suggested that CILSS, States and partners draw up a balance report on the commitments made in Banjul.

14. Canada, Italy and the United States expressed their interest in working actively with the GMAP on this theme. Ministers Diallo of Mali, Sallah of The Gambia and Monteiro of Cape Verde are the GMAP members in charge of Sahel 21.

The main conclusions approved are, in summary, as follows:

- a) *Integrate the Sahel 21 process in the preparation of the Poverty Reduction Strategy Paper (PRSP), i.e., ensure that the proposals are consistent and complementary with national concerns.*
- b) *The Sahel 21 process will lead to the formulation of a food security component in the regional PRSP (see Regional Integration).*
- c) *The Club du Sahel Secretariat will work with CILSS to develop a strategy for bringing together the various national PRSP processes.*
- d) *The GMAP will support the Sahel 21 in coming closer to national PRSPs.*
- e) *The regional meeting to be held by CILSS in Banjul in August will prepare a draft for the food security dimension of the regional PRSP. National PRSP officials will be invited to the meeting.*
- f) *The GMAP will meet after the Banjul meeting (in September, probably in Cape Verde) to discuss the draft and draw from it the topics to be discussed with the development co-operation agencies in advance of Bamako 2000. The GMAP hoped that the partners would attend this meeting.*

## D. AID REFORM

15. So far the aid reform process has been conceived by donor headquarters as a rather conventional, unilateral and partial debate. While in principle promising, this process turns out to be relatively time-consuming and inefficient. The value added of the African participation through the Ministerial Lobby Group, GMAP, facilitated by the Club du Sahel is to provide a complementary alternative to the SPA and DAC Forums. It embodies the principle of African ownership and leadership right from the beginning. It goes beyond policy statements and emphasises concrete action in the field. This process is inspired and led by a group of development partners from the South and the North, committed to a profound change in international co-operation.

16. Speakers stressed the importance of addressing the issue by providing concrete, positive examples to be capitalised on. They agreed on the need to focus on a few precise cases in order to build a dynamic partnership to achieve concrete results.

17. The aid agencies stressed the importance of making progress by Bamako 2000 on the basis of current reforms, particularly in Mali and Burkina Faso. They approved the themes selected by the GMAP to be discussed at Bamako 2000. Canada, Denmark, Netherlands and Switzerland expressed their interest in working actively with the GMAP on this theme. Ministers Batoko of Benin, Ahwoi of Ghana, Gana of Nigeria and Diallo of Mali are the GMAP members in charge of Aid Reform.

### BAMAKO 2000 PROPOSALS

1. The South should take an active part in the debate so far unilaterally led by the North.
2. The beneficiaries should assume full responsibility in the formulation and implementation of development policies.
3. The execution of projects/programmes should be carried out by the beneficiaries.
4. Priority should be given to the national expertise and enterprises in the South.
5. Acceptance of national procedures of the South should be the starting point.
6. Procedures should be simplified, standardised and reduced.
7. A new approach to conditionalities should be adopted.
8. Incentive schemes should be designed for co-ordination and harmonisation of aid procedures.
9. Experiments in the field should be conducted by a group of like-minded partners.
10. Programmes initiated at the local level should form part of the national investment programme framework.
11. Public debates in the civil societies of the North and the South should be encouraged.
12. Processes and measures aiming at reinforcing the beneficiaries' leadership should be identified and strengthened.
13. Networks of aid controllers, decision-makers and civil society members should be set up in the South.

14. A subregional approach to aid reform should prevail.
15. Resources should be allocated to the restoration of North/South confidence and the capacity-building of beneficiaries.
16. National policies, procedures and instruments should be harmonised by local decision-makers.

BASIC ACTION PLAN

1. Collect and validate innovative approaches in international co-operation abiding with aid reform principles;
2. Experiment with new approaches such as rating systems, joint funds, joint reporting and monitoring systems based on local leadership;
3. Organise a workshop on aid management systems from the local perspective;
4. Evaluate aid systems in pilot countries from a systemic perspective;
5. Make progress an aid reform exercises ongoing in Mali, Burkina Faso and Senegal;
6. Start pilot activities on untying aid in the field of technical assistance.

**E. ADMINISTRATION, BUDGET AND PROGRAMME OF THE SECRETARIAT OF THE CLUB**

18. In conclusion, the Members of the GOP have been invited to a meeting, which will take place on 3 July 2000 in Paris, to discuss issues relating to the administration, the budget and the programme of the SCS.

**Annex 1****STRATEGY AND POLICY GROUP (GOP)****OF THE CLUB DU SAHEL****Washington, 15 - 16 June 2000<sup>1</sup>****ANNOTATED AGENDA***Objectives*

At the last meeting of the Group held in Paris on December 6, 1999, the Dutch Presidency proposed to modify the role of the GOP to make it the steering group for the Club, especially during this transition period. Following consultations between the participants and members of the Ministerial Lobby Group (GMAP), it was concluded that the Group should provide guidance for the transformation of the Club into a real North-South forum based on a high degree of flexibility and informality.

The GOP constitutes a unique space where high level civil servants from development co-operation institutions can explore together with their African partners new ways to make international development co-operation more effective. On the basis of a set of well-targeted themes, the express intent is to support the management of development co-operation by partners in the South.

During the last meeting of the GMAP of May 24 and 25, the African ministers present further analysed their priority topics (Sahel 21, Aid Reform, and Regional Integration). They have decided to discuss these issues with the members of the GOP. During the course of discussions, they will give their points of view and proposals for joint action. The thrust of the discussion will be how to reinforce decision-makers' commitment to implement internationally agreed actions.

**14 June****Ministerial Lobby Group meeting (closed session with interpretation)**

<b>09:00 - 12:00</b>	1 <sup>st</sup> Session
<b>12:00 - 14:00</b>	Lunch
<b>14:00 - 17:00</b>	2 <sup>nd</sup> Session
<b>18:00</b>	<i>Cocktail offered by the Netherlands Presidency</i>

1. Rescheduled from June 12.

**15 June**

**Preparatory «Brainstorming» of Donor Participants and the Ministerial Lobby Group**

**09:00** Registration and coffee

**09:30** Opening of the meeting

The Presidency of the Club will summarise its experience in this role after six months. Reference will be made to the innovative role of the GMAP during this period and the brainstorming meetings with the Secretariat of the Club on its role, working methods and priority topics. The following issues will be addressed: How to promote commitment "through action" with partners on the themes agreed at the previous meeting of the GOP -- local development, aid reform, support for the private sector and regional integration?

The Minister co-ordinator of the GMAP and of the CILSS will summarise the progress made by the Ministerial Lobby Group. He will refer to the exchange with President Konaré of Mali in relation to the preparation of Bamako 2000 and analyse the context in which the event will take place. The three central issues chosen by the GMAP will then be introduced briefly.

**10:00 – 11:00 Preparation for Bamako 2000: Sahel 21**

The CILSS will present a proposal for a strategy integrating the conclusions and recommendations of the May 24-25 GMAP meeting. The discussion will concentrate on concrete proposals that the CILSS Secretariat could submit to the Bamako meeting, and more specifically, the aspects that directly relate to food security and the transformation of agriculture as they relate to poverty reduction and regional integration.

**11:00 – 11:15** Coffee break

**11:15 – 12:15 Preparation for Bamako 2000: Sahel 21 (*continued*)**

**12:30 – 14:00** Lunch

**14:00 – 16:00 Preparation for Bamako 2000: Regional Integration Issues**

A member of the GMAP will introduce the topic. The discussion will concentrate on possible options for joint action in the regional integration field. Some topics have been tentatively identified: the reform of intergovernmental organisations; synergies between the process of formal integration and "bottom-up" processes; an analysis of relevant areas of donor support to regional integration.

**16:00 – 16:15** Coffee break

**16:15 – 18:15 Preparation for Bamako 2000: Aid Reform**

The idea of a Code of Good Practice was launched by the GMAP at its March meeting, reinforcing the idea put forward during the last GOP. The consultant, Mr. Ibrahima Sall, former Planning Minister of Senegal, will be presenting a short note. This note concentrates on a limited number of guiding principles but then focuses on instruments and tools that could be used to manage aid in West Africa. The note seeks to promote agreement on practical progress that could be achieved. It does not seek to duplicate, but rather to supplement the work of other forums.



The Secretariat will give an overview of progress implementing its work programme in the following fields:

- Information systems on Aid Flows (Mali);
- An inventory of good practices (Mali, Senegal, Burkina Faso, Cape Verde, Gambia, Ghana);
- Building networks of practitioners and pressure groups for aid reform (North-South).

**20:00**                    *Dinner with Ministers, donors and the Club Secretariat*

The main purpose of the dinner is to bring those participants involved in the SPA Plenary up to date on the results of the “brainstorming” meeting.

**16 June**

(JB1-080)

**09:00 – 11:00**        **Agreement on the agenda for Bamako 2000 Special Meeting**

The Dutch Presidency and the Minister co-ordinator of the GMAP will present a summary of the discussion and formulate conclusions. The meeting should come to closure on the preparatory work and specific issues for the Bamako 2000 special meeting.

**11:00 - 11:15**        Coffee Break

**11.15 - 12.30**        **Agreement on the agenda for Bamako 2000 Special Meeting (*continued*)**

The meeting should agree on the development co-operation agencies that are prepared to play a lead role on each of the three topics for Bamako 2000: Sahel 21, Regional Integration and Aid Reform. The Ministerial Lobby Group has already designated at least two coordinators for each topic.

**12:30 - 14:00**        Buffet Lunch

Coordinators from the donor agencies and the Ministerial Lobby Group will organise thematic discussions during lunch. Club and CILSS Secretariats will facilitate and summarise conclusions.

**14:00 - 15:00**        **Conclusions and General Information on Financing and Management**

The final financial report on execution for 1999 has been sent to the Club’s shareholders. The mid-term report for 2000 will be available at this meeting. Given the changes on-going in the OECD and the Club Secretariat, we are proposing a meeting of interested shareholders in Paris for early July. For those shareholders that are not in a position to send a participant from headquarters, their DAC delegates may be able to attend.

**Annex 2**

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