

For Official Use

SAH/PASP/M(2000)3



Club du Sahel
Organisation for Economic Co-operation and Development

OLIS : 28-Nov-2000
Dist. : 29-Nov-2000

Or. Fre.

CLUB DU SAHEL

SAH/PASP/M(2000)3
For Official Use

Private Sector Support Programme

SPECIAL MEETING OF THE PSSP STEERING COMMITTEE

Paris, 28 September 2000

Declassified

Patrick Sevaistre, Tel. 01 45 24 96 31, e-mail: patrick.sevaistre@oecd.org

98276

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

Or. Fre.

The purpose of this special meeting, chaired by Henri-Philippe Cart, Chairman of the PSSP Steering Committee and attended by Joan Boer, current President of the Club du Sahel, was twofold:

1. Update information on the activities of the three networks (WAEN, EAEN and SAEN), and take any measures required to achieve smoother running of the programme and compliance of these activities with the action plans agreed by the Committee.
2. Inform Committee members of the initial findings of the internal audit that the OECD began this summer in its role as host structure for the project. The purpose of the audit, requested jointly by Messrs Cart and Boer, is to shed light on the rumoured allegations of poor management that have been levelled at the PSSP, in order to recover the transparency and confidence necessary for the proper execution of a project recognised as innovative and promising.

The meeting was attended by (1) the development co-operation agencies supporting the project: the Swiss and French agencies, USAID, World Bank (with apologies for absence received from the Belgian agency and the European Commission); (2) representatives of the three African enterprise networks (WAEN, EAEN and SAEN); (3) the financial controller of the OECD and his team; (4) the presidency and Secretariat staff of the Club du Sahel and the PSSP leader.

The meeting agenda contained the following points:

A. Recapitulation of the conclusions of the previous meeting of the Steering Committee (14 April 2000)

For information before discussion began, Mr. Cart recapitulated three important decisions taken at the previous Steering Committee meeting:

1. Agreement in principle to launch the third and final phase of the PSSP. This involves FRF 15 million over three years (2000-2002), and is intended to support the Networks' initiatives to create the conditions for proper financial and programme independence within three years, at the end of which management and operation of the project would be delocalised to Africa.
2. The Committee approved the action plans presented by the three networks for 2000, together with their separate proposals for financial contributions and result indicators. On this basis, the Committee validated the content of the PSSP's own work programme for 2000; the programme involves direct support for implementing the Networks' action plans, and ensuring that these actions are converted into practical results whose impact can be measured at the next meeting of the Steering Committee.
3. This agreement was the precondition for the financial commitments announced by the agencies at the October 1999 meeting. For that reason, Mr. Cart concluded the 14 April meeting by repeating the Committee's approval of the action plans presented and by requesting USAID to reconsider its position towards the PSSP and join those agencies that had confirmed their support for the project.

B. Summary of Network and PSSP activities since the previous meeting

1) WAEN: organisation of new professional sub-networks at regional level

Following the recommendations of the Steering Committee, considerable work has been done by the WAEN to restructure its action and focus on setting up new professional sub-networks to link at regional level those WAEN members working in the same sector or market circuit.

One WAEN sub-network, NETFORCE, is already operational, and its actions are to be stepped up. This sub-network links professionals in audits and accountancy; it is currently working on a new project to bring together the French- and English-speaking accountancy professions in order to gradually develop a pan-African accountancy profession. A number of other sub-networks are being launched:

- NET.TRANSLOG links regional transport and logistics enterprises in road haulage, sea and air shipping/freight for a number of practical projects (establishment of a regional training centre for road haulage businesses, roundtable for regional independent air freight operators, management of the monitoring unit of abnormal border practices, etc.);
- LAWNET aims to bring together the legal professions in French- and English-speaking Africa (lawyers, jurists, etc.);
- An industrial sub-network open to developing tight synergies with the Regional Sub-Contracting Exchange in Abidjan and the Regional Confederation of Craftspeople, as well as an agri-food sub-network that will work upstream with the bodies directly connected with rural communities (farmers' platforms, micro-finance organisations, etc.).

The leaders of these professional sub-networks will gradually form a regional private sector Task Force. Its objective is to develop a West African private sector strategy for proposing practical lobbying operations to increase trade fluidity within ECOWAS, especially with Nigeria.

In order to prepare for this work and strategic discussion, the Club du Sahel Secretariat, together with a specialist African institute (LARES in Cotonou), has launched a practical study to provide WAEN entrepreneurs with summaries of facts and analysis relating directly to their concerns, focusing on economic relations between Nigeria and the other countries in the region.

2) EAEN: preparation for the first joint meeting of the three Networks (Addis Ababa, 14-16 October 2000) and launch of a pan-African financial sub-network

At the same time as preparing for the Millennium conference, the EAEN organised with the Kenya Network a roundtable on opportunities for developing venture capital in Africa. Apart from members from the three regional networks, the meeting was attended by managers of the main private and public venture capital funds operating in Africa, officials from African stock exchanges such as Nairobi and Lagos, and micro-finance funds.

One practical result of the roundtable was the establishment of a financial sub-network linking the three networks, with the aim of improving the financing of private enterprise in Africa by reducing constraints of the implementation of the available or future instruments. This sub-network is meeting for the first time at the Addis Ababa conference on 15-16 October.

3) *SAEN: Developing a medium- and long-term development strategy*

The SAEN regional conference in Gaborone in July was an important event in the SAEN's existence. After wide-ranging internal discussion, the decision-making process was revised, the Network managing structures strengthened, and action was refocused. A medium- and long-term development plan aims at competence building, business development and access to finance, with the establishment in the near future of an investment fund connected to the Network.

Following the presentations by the Networks and the PSSP, the participants discussed the best indicators for measuring the usefulness and effectiveness of Network activities and their value added at regional and national level. Finally, it was decided that by the next meeting each Network should propose a comprehensive table illustrating the institutional effectiveness of the networks, with examples of notable successes for practical actions contained in the plans, making it possible to measure the impact of the actions in terms of quantitative indicators (number of jobs created, increase in members' sales, number of business opportunities, etc.).

C. PSSP financial situation

Of the FRF 6 million expenditure planned for 2000 (see Steering Committee, 14 April 2000), a little over FRF 3 million had been committed by 15 September 2000. On the same date, FRF 1.48 million expenditure was in the process of being committed. Also by that date, of the FRF 7.8 million in contributions planned for financial year 2000, FRF 2.94 million had been

Given cash in hand on 1 January (FRF 0.69 million), FRF 0.9 million is thus needed in the short term to cover planned commitments and ensure the project's continuity. This sum should be compared with the FRF 4.86 million in contributions announced but not disbursed by 15 September 2000.

Advances from the project to the networks, which remain to be justified, amounted in total to USD 101,500 by the end of September. This last point was discussed. The amount to be justified was indeed considerable, but gave no cause for concern if it was seen as exceptional; the advances were in respect of four meetings (Abuja and Nairobi in June, Gaborone and Abidjan in July 2000).

To avoid this situation arising frequently, the Committee requested the PSSP leader to send the secretariats of the three networks clear information about how they were to account for the use of these advances, pursuant to OECD rules and procedures.

D. Internal audit

1) *Context and origin*

- Following repeated rumours of irregularities and lack of transparency in the PSSP last June, a two-stage action plan was decided after consultation this summer between the Club du Sahel presidency and the deputy Secretary General of the OECD, in liaison with the office of the OECD Financial Controller.

- The first stage of the plan was designed to work rapidly while maintaining the appropriate standard of quality. It was due to be completed before the Steering Committee meeting. Its tasks were to (1) examine the nature of the accusations of irregularities and lack of transparency; (2) make a list of payments from each donor to the PSSP since 1995, and a list of Network expenses during the same period and all transfers made directly or indirectly to the Networks; and (3) decide whether a more thorough inquiry was appropriate, and, if so, in what form.

2) *Progress report at 28 September 2000*

The OECD Financial Controller explained the progress to date made by the audit:

- With respect to bilateral contributions made within the project framework, Belgium, USAID, the European Commission, the WAEN, EAEN and SAEN had not by 28 September provided the information expected by the OECD Financial Controller's office.
- A certain amount of evidence, albeit in some cases contradictory, would appear to support the allegations of irregularity levelled at the PSSP, but require to be verified and confirmed. Although the evidence is insufficient, it is clear that there have been conflicts of interest and some confusion of roles.

3) *Decisions of the Financial Controller*

- Although not all donors had to date forwarded the quantified data for all their contributions to the project, and not all the expenditure had yet been fully listed, the information collected so far is sufficient to justify a financial audit.
- However, this information is not as yet sufficient, nor is there firm evidence, to corroborate the allegations of irregularities and consequently to justify the need for a specific inquiry on this point.

4) *Next Steps*

- The donors and Networks are invited to provide without delay the information requested and any evidence that some actions were financed twice.
- To initiate the audit process, action meetings within this context will be organised with the Financial Controller in Washington with USAID and the World Bank: the Netherlands has also offered to co-operate in this move.
- The Financial Controller, Mr. Ramos, considered that, if the missing information is sent to the OECD by the end of October, the final results of the audit should be known by mid-December 2000. Until then, Mr. Ramos recommended that all involved show restraint and co-operate positively in this operation carried out for the benefit of the Networks, of the agencies that finance the programme and the OECD, to enable the PSSP's work with the Networks to continue as normal.

E. Summary of comments and discussion on the audit, and the debate on the PSSP's current situation and prospects

1) *Internal audit:*

- Following Mr. Ramos's presentation, the participants reacted in various ways: Some agencies, such as the World Bank, considered that the audit was absolutely necessary and that, if the OECD had not done so, they would have taken the initiative themselves. All agreed that the PSSP was "ill" and that it needed to be treated, even if most of the allegations referred to the period that came to an end in October 1999. The Networks considered that the issue of lack of transparency belonged to the past, the October 1999 Steering Committee meeting had turned a page, and now their working relations with the PSSP were perfectly correct.
- Some donors, however, questioned the time still required (some three months) to complete the process and considered that they might suspend their contributions until the matter was fully cleared up and they had all the results of the audit. Some mentioned the possibility of giving direct support to the Networks without going through the PSSP.
- All agreed that the internal audit should not affect the work of the Networks and that the "patient" was indeed the PSSP and not the Networks, and that this patient had to be treated but not killed by disconnecting life support.

2) *Interest and value added for development co-operation agencies of the multi-donor and PSSP concepts*

- After discussion, the agencies present recognised the specific value added of the multi-donor aspect of the programme. This dimension achieved greater coherence and uniformity in the agencies' methods. Taking action together enabled the donors to harmonise their actions, because they would probably not all have acted in the same way to support the Networks. As long as action was taken together following a united philosophy, the PSSP was recognised as a focus on which this philosophy could be capitalised. The Networks felt that the multi-donor approach enabled them to rationalise donors' disbursement procedures.
- All the agencies recognised the need for the PSSP in the current project phase (2000-2002) and its close interdependence with the networks' growing ownership and leadership on their path to independence. However, they asked that this co-ordinating structure should not consume excessive amounts of time and human resources, as it had done in recent months.

3) *PSSP institutional attachment*

- The PSSP's institutional attachment to the Club du Sahel Secretariat was validated by the OECD and the PSSP Steering Committee. As the host of the programme, the Club Secretariat provides administrative and financial oversight, while the PSSP Steering Committee provides policy oversight. However, the Club Secretariat's administrative oversight is not restricted to merely providing an "address" for the PSSP. After helping to initiate the project in a flexible manner, supporting its early days and giving it formal existence, the Club Secretariat is now organising its delocalisation and gradual transfer to its beneficiaries.

- In October 1999, the PSSP Steering Committee tacitly agreed to a number of rules that seemed explicit enough to ensure that the project would run smoothly. The difficulties the PSSP had encountered in recent months demonstrates the need to formalise these rules, so that by clearly allocating the roles and responsibilities of the stakeholders (Steering Committee, Club Secretariat, and PSSP leader), a fresh start could be made to successfully complete the project within the time-span allowed (see appended document).

F. Agency positions

- On this basis, the USAID representative confirmed that the necessary action would be quickly taken to transfer to the PSSP the USD 275,000 budgeted for fiscal 2000 under the ATRIP (Africa Trade and Investment Policy) programme.
- The representative of France also announced that the French Ministry of Foreign Affairs would very soon release the first installment of financing planned for 2000 (FRF 300,000).
- The representative of Switzerland indicated that there was nothing to stop Swiss contributions continuing to be paid until the end of the programme.
- The World Bank would soon confirm its agreement.
- The representative of Belgium (apologies received for absence) will shortly be contacted by Mr. Cart.
- Yves Jorlin, advisor seconded to the Club Secretariat, was invited to prepare the 2001 budget for the next Steering Committee meeting, and to propose by the end of the year a provisional cash-flow budget to evaluate cash-flow requirements for next year.

G. Conclusions

In conclusion, the Committee passed the following resolutions:

1. The Committee agrees that the audit is a necessary process to ensure transparency in order to settle past events, even if this mainly concerns a period that came to an end in October 2000. To complete the process, it is essential to be able to compare the grants received and the expenditure and disbursements made to see if some activities may have been financed twice. For that reason those Committee members who have not provided the information requested are invited to do so without further delay so that the process does not exceed three months.
2. The development co-operation agencies present agree that the fact of joining together to act jointly in favour of the Networks provides them with real value added and that a Support Programme (Support Unit) is useful and justified until 2002.
3. There is no reason to change the existing institutional link between the PSSP and the Club Secretariat, at least during the PSSP's lifespan (until the end of 2002).

4. For the smooth running of the PSSP, a memorandum proposed by Mr. Cart is appended. As long as point 5 b) is elaborated further, the memorandum is provisionally accepted. To discuss this point, the Club Secretariat must first clarify the matter with the OECD, and meanwhile Mr. Boer offers to provide a summary paper within three months to inform the Networks about the institutional architecture of the Club du Sahel/Club Secretariat system, pointing out the respective forms of organisation and operation of the Club and its Secretariat and their governance structures.
5. The Committee welcomes the decision of USAID and France to release their contributions for 2000. To avoid further cash-flow problems in 2001, the Club Secretariat is invited to prepare by the end of 2000 a cash-flow forecast, which should, if possible, indicate the dates when agencies will be paying their contributions in 2001.
6. The next Steering Committee meeting will include a brainstorming session and a presentation of the position of the Networks (see concept papers) on the role of the African private sector in regional integration and, at the suggestion of the World Bank representative, on poverty reduction by the creation of jobs and wealth. This session will be prepared in close liaison with the Club Secretariat and the PSSP leader and will provide an opportunity for cross-fertilisation between the Secretariat and the Networks.
7. Performance indicators: the Networks and the PSSP should continue their examination of possible performance indicators in both institutional and quantitative terms.
8. Advances: the PSSP should produce a memorandum for Networks on how to report on the use of the advances made by the PSSP.
9. It is proposed that the next Committee meeting be held at or about the end of January 2001. It will discuss inter alia the replacement of Mr. Cart, who will be officially retiring as Chairman at the end of February 2001.

SOME RULES FOR THE SMOOTH RUNNING OF THE PRIVATE SECTOR SUPPORT PROJECT

In October 1999, the PSSP Steering Committee tacitly agreed to a number of rules that seemed to me explicit enough to ensure that the project would run smoothly. The difficulties the PSSP has encountered in recent months show that we have everything to gain from spelling out these rules so that we can make a fresh start, to take this project successfully through to its conclusion, as planned, some time in 2002.

1. As a support project for the three African enterprise networks, the PSSP has no legal status and is not the subject of an agreement between the financial partners that would make it possible to acquire such a status, even indirectly. It must necessarily, therefore, be attached to some structure that does have such legal standing. As it happens, for historical reasons it is attached to the Club du Sahel Secretariat, which in turn is part of the OECD; the PSSP has been made a part of the Club's programme.
2. The aid agencies financing the PSSP form its Steering Committee. This also includes agencies that are running parallel programmes, co-ordinated with the PSSP and with the representatives of the three African enterprise networks WAEN, EAEN and SAEN.
3. The Steering Committee, which meets in principle twice a year, has the following tasks:
 - a) Set strategic and policy guidelines for the PSSP and take any measures required for the project's smooth running;
 - b) Take note of and discuss the activity programmes presented by the three networks;
 - c) Take note of, discuss and approve the PSSP's activities programme, if possible for a period of several years;
 - d) Approve the budget to cover this activities programme and record the financial commitments made by the various contributing agencies and the schedule of payments, given that this budget is distinct from the Club du Sahel Secretariat's budget;
 - e) Take note of the activities aid agencies are conducting in parallel with PSSP activities, gather the networks' opinions and make sure goals and methods concord and that activities are co-ordinated;
 - f) Approve the progress reports presented by the PSSP leader and the financial reports, on at least a yearly basis.
4. **The Chairman of the Steering Committee** is appointed in person by the Committee; his or her tasks are to:
 - a) Prepare the agenda for each Steering Committee meeting, oversee the preparation of documents by the PSSP leader and Club du Sahel Secretariat Management, and chair PSSP meetings;
 - b) Organise and supervise the selection among applicants to the post of project leader and make a recommendation to the Club du Sahel Secretariat Management;

- c) In the event of an emergency or crisis, to take whatever measures he or she thinks fit to ensure the smooth running of the PSSP, inform the members of the Steering Committee without delay and, if need be, convene a special Steering Committee meeting.
5. The tasks of the **Club du Sahel Secretariat** management are to:
- a) Be answerable to higher levels of the OECD for the smooth running of the PSSP;
 - b) Provide general supervision of the PSSP's activities in accordance with the framework laid down by the Steering Committee, while leaving it the independence and flexibility it needs to carry out its tasks efficiently and effectively; this function can be delegated to staff according to the Secretariat's organisation;
 - c) Keep the PSSP accounts, make sure the payments promised by contributing agencies are paid punctually, and draw up annual financial reports;
 - d) Ensure that OECD rules on management and operation are followed, particularly with regard to finances, receipt of contributions, public procurement, staff and audits;
 - e) Include a brief account of the PSSP's activities in status reports submitted to the OECD.
6. **The PSSP leader**, who is in principle an OECD officer appointed by the OECD on a proposal by the Club du Sahel Secretariat management, becomes a member of the Club du Sahel Secretariat staff. His or her tasks are to:
- a) Implement the programme of activities approved by the Steering Committee;
 - b) Maintain close relations with the three Networks, support them in carrying out their action plans, make arrangements with them to this effect and if necessary adapt the planned activities to the needs expressed by the partners in compliance with the financial frameworks and the PSSP's general guidelines;
 - c) Keep in close contact with the agencies running parallel programmes (cf. 3.e.) and make sure activities are co-ordinated and duplication of effort and dual financing avoided;
 - d) If necessary, hire consultants on short-term missions and draw up specifications for their work;
 - e) Comply with the OECD's rules on management and operation;
 - f) Draw up periodical (at least annual) status reports on PSSP and Network activities, and make regular self-assessments;
 - g) Keep the Club du Sahel Secretariat Management informed of progress in activities, especially any adaptations he/she has to make (cf. 6.b.), and any situation he/she considers requires their attention or a decision on their part.

Henri-Philippe Cart

This draft has been discussed and accepted by the Steering Committee. It now comes into force provisionally. There is as yet no consensus on point 5 b). This question will be discussed again at the next Steering Committee meeting, especially in the light of the scheduled discussion of organisational issues between the OECD Management and the Club du Sahel Secretariat.

LISTE DE PARTICIPANTS / LIST OF PARTICIPANTS

PRESIDENT/CHAIRMAN -- CLUB DU SAHEL

Mr. Joan BOER, Directeur Général Adjoint
Coopération Internationale/DGIS
Ministère des Affaires Etrangères
Postbus 20061, 2500 EB La Haye, PAYS-BAS
Tel. 31 70 348 69 54 / Fax 31 70 348 48 81
E-mail : j.boer@dgis.minbuza.nl

Ms. Gerda DOMMERHOLT
Desk Officer Afrique de l'Ouest
Ministère des Affaires Etrangères
Tel. 31-70-348 6002 / Fax 31-70-348 6607
E-mail: gerda.dommerholt@minbuza.nl

ETATS-UNIS/UNITED STATES

Mr. Art WESTNEAT
USAID
1300 Pennsylvania Avenue, NW, Washington,
DC 20523
Tel. 1-202-712 5765
E-mail: awestneat@usaid.gov

FRANCE

Mr. Jacques COSSART
Ministry of Foreign Affairs
20, rue Monsieur 75007 Paris
Tél. 01 53 69 30 00
E-mail: jacques.cossart@diplomatie.fr

Mr. Gilles BELVILLE
Chargé de mission / Co-operation Ministry
Ministry of Foreign Affairs
Tél. 01 53 69 30 62 / Fax 01 53 69 30 43
E-mail: gilles.belville@diplomatie.fr

SUISSE/SWITZERLAND

Mr. François RAMSEYER
DDC/Suisse
Rue de l'Industrie 35
1030 Bussigny-près-Lausanne
Tél. 41-21-701 48 16 / Fax 41-21-701 06 20
E-mail: aesa@vtx.ch

Mr. Paul OBRIST
Counsellor
Permanent Delegation to the OECD
28, rue de Martignac, 75007 Paris FRANCE
Tel. 01 49 55 74 59 / Fax 01 45 51 01 49
E-mail: delegch@pao.rep.admin.ch

**PRESIDENT/CHAIRMAN -- PRIVATE SECTOR
SUPPORT PROGRAMME (PASP)**

M. Henri-Philippe CART
Directeur-Général adjoint, DDC
Département Fédéral des Affaires Etrangères
Route de Fribourg 130 CH 3003 Berne SUISSE
Tél. 41-31-322 3468 / Fax 41-31-324 1692
E-mail: henri-philippe.cart@deza.admin.ch

Mme Elisabeth PITTELOUD
Dept. Fédéral des Affaires Etrangères
Direction Développement et Coopération
Friebergstrasse 133, 3003 Berne
Tél. 41-31-322 34 21 / Fax 41-31-322 63 30
E-mail: elisabeth.pitteloud@deza.admin.ch

BANQUE MONDIALE/WORLD BANK

Mr. Demba BA
Africa Private Sector Group, World Bank
1818 H Street NW, Washington, DC 20433
Tel. 1-202-473 4530
E-mail: dba@worldbank.org

OECD

2, rue André Pascal, 75116 Paris FRANCE

Mr. José SOROMENHO-RAMOS
Financial Controller to the OECD,
Tel. 01 45 24 84 10 / Fax 01 45 24 17 00
E-mail: jose.soromenho-ramos@oecd.org

Mr. Peter STOKHOF
Principal Internal Auditor
Tel. 01 45 24 82 66 / Fax 01 45 24 19 41
E-mail: peter.stokhof@oecd.org

Mr. Steve CUTTS
Adjoint to Deputy Secretary-General Shelton-
Colby
Tel. 01 45 24 82 66 / Fax 01 45 24 19 41
E-mail: steve.cutts@oecd.org

**EAST AFRICAN ENTERPRISE NETWORK
(EAEN)**

Mr. Zemedeneh NEGATU
Chief Executive Officer, Rio International
Corporation PLC
Bole Road, MEGA Building 7th floor
P.O. Box 24875 Code 1000
Addis Ababa, ETHIOPIA
Tel. 251-1-504933 / Fax 251-1-504932
E-mail: zemnegatu@telecom.net.et

**SOUTHERN AFRICAN ENTERPRISE
NETWORK (SAEN)**

Mr. Kufamuyeke MUNYINDA
Next Technology Limited
Information Technology, NHA Building
Chilufya Mulenga Rd., Lusaka, ZAMBIA
Tel. 260-1-250 472 / Fax 260-1-255 277
E-mail: kuf@next.co.zm

Mr. Daniel CHIWANDAMIRA
Managing Director, Zimsurf
Batamo Gardens. 57 Jason Moyo Avenue, P.O.
Box 1516, Harare ZIMBABWE
Tel. 263 4 781 773 / Fax 263 4 772 678
E-mail: dchiwandamira@zimsurf.co.zw

**RESEAU DE L'ENTREPRISE EN AFRIQUE DE
L'OUEST (REAO)**

Mr. Mabouso THIAM
Ace Assistance et Conseils aux Entreprises
Cite Spires 2, Villa 249bis, Dakar SENEGAL
Tel. 221 865 1043 / Fax 221 865 1052
E-mail: thiamace@telecom-plus.sn

Mr. Xavier BAKYONO
Africa Audit, 01 BP 2464
Ouagadougou, BURKINA FASO
Tel. 226 34 32 88 / Fax 226 30 30 99
E-mail: bakyono.xavier@fasonet.bf

Mr. Jacob AMEMATEKPO
Director, Ominifinance, BP 6928
Abidjan, COTE D'IVOIRE
Tel. 225 32 14 70 / Fax 225 32 14 71
E-mail: omnifin@africaonline.co.ci

Mr. Reginald HANSEN-THOMPSON
Senior Partner, James Quagraine & Co.,
P.O. Box 3974, Accra, GHANA
Tel. 233-21-23 81 24 / Fax 233-21-23 54 19
E-mail: jq@ghana.com

Mr. Sam COOKEY, Jr.
Managing Director, Space Concepts Ltd.
56b Surulere Way, Dolphin Estate
Ikoyi NIGERIA
Tel. 234-1-26 95 344 / Fax 234-1-26 93 706
E-mail: mentor@infoweb.abs.net

OECD / CLUB DU SAHEL

94, rue Chardon Lagache, 75016 Paris FRANCE
Fax 01 45 24 90 31

Mme Jacqueline DAMON
Director
Tel. 01 45 24 90 13
E-mail: jacqueline.damon@oecd.org

Mr. Patrick SEVAISTRE
Administrator
Tel. 01 45 24 96 31
E-mail: patrick.sevaistre@oecd.org

Mr. Yves JORLIN
Counsellor
Tel. 01 45 24 89 85
E-mail: yves.jorlin@oecd.org

Mr. Jozias KOSTER
Counsellor
Tel. 01 45 24 95 80
E-mail: jozias.koster@oecd.org