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**SAHEL AND WEST AFRICA CLUB
STRATEGY AND POLICY GROUP**

**2021-22 PROGRAMME OF WORK AND BUDGET FOR THE SAHEL AND WEST AFRICA
CLUB SECRETARIAT (SWAC/OECD)**

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2021-22 Programme of Work and Budget for the Sahel and West Africa Club Secretariat

Table of Contents

0 Overview	4
0.1. Strategic Framework	4
0.2. Gender	4
0.3. Informal sector	5
0.4. Contribution to the Sustainable Development Objectives	6
1 Regional governance of food and nutrition security	7
1.1. Background and rationale	7
1.2. Regional governance of food and nutrition security	7
1.2.1. Objectives and expected results	8
1.2.2. Activity 1. Support the innovation process of prevention, intervention, early warning and governance instruments for FNS in general.....	8
1.2.3. Activity 2. Strengthen information available for better co-ordination and alignment.....	9
1.2.4. Activity 3. Strengthen the Network's capacity to drive greater co-ordination, alignment and accountability for results	9
1.2.5. Results and Indicators	11
2 Sustainability and resilience of food systems	13
2.1. Background and rationale	13
2.2. Sustainability and resilience of food systems	13
2.2.1. Objectives and expected results	14
2.2.2. Activity 1. Creating a Food Systems Transformations Monitor.....	14
2.2.3. Activity 2. Production of analyses, visualisations and maps.....	15
2.2.4. Activity 3: Event organisation, communication and advocacy for policy dialogue on the sustainability and resilience of food systems	16
2.2.5. Results and Indicators	18
3 Cities and territories	19
3.1. Background and rationale	19
3.2. Objectives and expected results	19
3.3. Activity 1. Production and use of statistical and dynamic tools	20
3.4. Activity 2. Informed and mapped analyses	20
3.5. Activity 3. Networks and advocacy	20
3.6. Results and Indicators	22
4 Securities and Borders	25
4.1. Background and rationale	25
4.2. Objectives and expected results	26
4.3. Activity 1. Updating the Spatial Indicator of Conflict Dynamics	26
4.4. Activity 2. Production of maps and gender-sensitive analyses of political violence dynamics.	26
4.5. Activity 3. Studies on border dynamics of insecurities	26

4.6. Activity 4. Studies on forms of conflict	27
4.7. Activity 5. Facilitation of discussions and exchanges in high-level forums	27
4.8. Results and Indicators	28
5 Advocacy and policy dialogue	30
5.1. Background and rationale	30
5.2. Activity 1. Continuing the building of and discussion on a narrative on the Sahel and West Africa 30	
5.3. Activity 2. Expanding spaces for dialogue	31
5.3.1. <i>Working group on women</i>	31
5.3.2. <i>“Concertations sahéliennes”</i>	31
5.4. Results and Indicators	32
6 Budget	33
7 Annexes	35
Annex 1. The Monitoring, Evaluation, Accountability and Learning Framework	35
Annex 2. Assessing the evolution of gender in the work of the SWAC.....	40
Annex 3. Potential activities in 2021-22	42

0 Overview

1. This document presents the 2021-22 Programme of Work and Budget for the Sahel and West Africa Club Secretariat/OECD. SWAC Members and partners discussed this document at the Strategy and Policy Group (SPG) meeting on 8 September 2020.
2. This document was prepared following a concerted effort to develop, formulate and begin to apply a Monitoring, Evaluation, Accountability and Learning framework (MEAL), which is presented in Annex 1.
3. The formulation of the strategic framework, thematic programmes, results and indicators presented in this document are based on the MEAL framework.

0.1. Strategic Framework

Ultimate aim	Contribute to improving the living conditions of populations in the Sahel and West Africa			
Results	Foster and promote sustainable public policies and international strategies in line with the rapid changes in the region		Promote regional co-operation as a tool for development and stability	
Objectives	Produce / collect / make the most of data available	Produce independent analyses and monitor changes in the region	Facilitate dialogue for better policies and strategies	
Thematic programmes and cross-cutting approaches	Food issues Regional Governance of Food and Nutrition Security : - Innovate to improve the effectiveness of tools - Inform to facilitate co-ordination Systèmes alimentaires : - Build a common understanding - Facilitate dialogue for policy purposes	Cities and territoires - Support the production of urban knowledge - Support easy access to reliable, up-to-date and consistent data - Propose targeted and territorial-focused policy options	Security -- Analyse the geography of violence and its evolution over time. - Produce a forward looking analysis on the "Development-Security" link. - Carry out advocacy actions for the inclusion of multi-scale spatial approaches in security strategies.	Cross-cutting approaches Cross-cutting analyses of gender and informal sector issues Regional, multi-country, cross-border approaches Methodological innovations to compensate for weak statistics
	Resources	A competent multicultural team with good knowledge of the region	Strategic dialogue networks and partnerships (African Union, RPCA, Sahel Special Envoys, UCLGA etc.).	Research networks and partnerships (Universities in Niamey and Florida, Cadre harmonisé, E.Geopolis ...)

0.2. Gender

4. In 2020, within the framework of a working group composed of Members and partners, the Secretariat called for an analysis on how gender dimensions feature across SWAC's work programmes. This analysis highlights the Secretariat's achievements and progress. It proposes a roadmap focusing on a transformative approach to mainstream gender into the Secretariat's work. It emphasises the fact that this can only be fully achieved in the medium- to long-term, and that progress is not always linear. It also indicates that the implementation of a specific "gender" programme would not be appropriate. On the

contrary, gender mainstreaming should be promoted across all activities. This work feeds into the *Sahelles* initiative launched by the SWAC in 2019.

5. To initiate the process, the Secretariat proposes the following objectives in 2021-22:
 - **Gender indicators and activities** are introduced across all thematic programmes.
 - **Sex- and age-disaggregated data (SADD)** will be sought out and used where available.
 - **Analyses and recommendations will incorporate gender considerations.** Within meetings, the SWAC will, as far as possible, ensure a more equitable gender quota among participants, such as panellists.
 - **At the end of 2021, a document "Gender issues in West Africa: lessons from the work of the Sahel and West Africa Club"** will be produced within the framework of the *Sahelles* working group and will focus on gender issues. This document will summarise the data, information and analyses from the Secretariat's thematic programmes.
 - **A gender resource centre** will be set up on the SWAC website where all information and analyses produced by the Secretariat concerning women and young people in the Sahel and West African countries will be gathered.
 - The working group will contribute to building advocacy around gender issues based on the work carried out by the Secretariat (see point 5.3.1).
 - **The evolution of this work on gender** will be integrated into the monitoring & evaluation system according to grid presented in Annex 3.

0.3. Informal sector

6. According to the International Labour Organisation, the informal sector is defined as "a set of units producing goods and services primarily for the purpose of generating employment and income for the persons concerned. These units are poorly organised, operate on a small scale (...) with little or no division between labour and capital. (...) Labour relations are mainly based on casual employment, kinship or personal relationships."

7. This social and economic space accounts for 85 to 90% of the population in the landlocked Sahelian countries, and for 60 to 80% in the other countries. The only exception is Cabo Verde where it accounts for about one third. Informal sector actors represent all of or the vast majority of households and individuals that are:

- Victims of chronic or *ad hoc* food and nutrition insecurity.
- Actors in the food economy (rural and urban) and food systems; victims of the fragility of these systems.
- Urban – informality is the main driving force behind the construction of cities and urban life. Going beyond, the "modern" districts, the informal sector is responsible for building houses, making furniture, creating and transforming agricultural products, repairing cars, setting up markets, organising savings, entertaining (restaurants, refreshment stands, theatrical and musical groups) as well as caring for people (traditional practitioners).

8. The informal sector is overwhelmingly young. The status of women and the opportunities available to them are much weaker in the informal space than in the formal.

9. The Covid-19 pandemic and the consequences of the policies implemented to counter it, have highlighted the role of the informal sector as an effective "shock absorber" during the crisis. A large number of employees in the formal sector affected by unemployment (e.g. in the hotel, tourism and trade sectors) have fallen back into the informal sector in order to survive.

10. The informal sector is therefore at the heart of the Secretariat's past, present and future activities. Is a specifically dedicated programme on the informal sector required, and if so, on what basis?

11. In 2021, the Secretariat will request an independent expert analysis in order to:

- Take stock of the existing knowledge base on the informal sector
- Synthesise the information produced on this sector by the past and present work of the Secretariat
- Make proposals on how the Secretariat could position itself in order to provide added value.

0.4. Contribution to the Sustainable Development Objectives

1	No poverty		Not having access to food indicates the most extreme poverty (1 and 2).
2	Zero hunger		"Zero hunger" is the ultimate goal for better governance of food and nutrition security and sustainable and resilient food systems (1 and 2).
3	Good health and well-being		Health and social well-being in general are at the heart of sustainable and resilient food systems (2)
4	Quality education		
5	Gender equality		Gender is now a major transversal theme throughout all of the Secretariat's programmes (0.2)
6	Clean water and sanitation		
7	Affordable and clean energy		
8	Decent work and economic growth		The findings of the analyses on the employment of women and youth in the food economy will be disseminated through advocacy and policy dialogue (5).
9	Industry, innovation and infrastructure		Analyses on the role played by inter-city transport infrastructure in urban development and regional integration will be carried out, enabling the formulation of policy options on the strengthening of infrastructure planning frameworks (3).
10	Reduced inequalities		
11	Sustainable cities and communities		While at the centre of sustainability concerns, African cities are still poorly known, the "Cities and Territories" programme contributes to filling this gap and feeding into public policies (3).
12	Responsible consumption and production		
13	Climate action		Cities account for 70% of greenhouse gas emissions and nearly 50% of carbon dioxide emissions. The "Cities and territories" programme pays particular attention to this (3).
14	Life below water		
15	Life on land		
16	Peace, justice and strong institutions		SWAC contributes to the understanding of security issues and is involved in policy dialogue on stabilisation issues (4).
17	Partnerships for the goals		Through regional co-operation work, SWAC represents a long-term partnership for sustainable development in the Sahel and West Africa (5).

1 Regional governance of food and nutrition security

1.1. Background and rationale

12. The number of people suffering from malnutrition – chronic or circumstantial – is increasing, even if their proportion of the total population is decreasing. In 2020, the region is facing a major food and nutrition crisis. Seventeen million people are affected, more than twice as many as in an average year; this increase is mainly due to civil insecurity. The Covid-19 epidemic and the locust threat further aggravate the situation; an additional 51 million people are at risk of falling into a food crisis.

13. Faced with more frequent and large-scale crises, mobilising financial resources is increasingly difficult. In 2019, the implementation of response plans in Sahelian countries was funded at barely 50%; including support from partners. In several countries, budgetary trade-offs between food, security and health emergencies are increasingly difficult. These difficulties are exacerbated by shortcomings in convergence, co-ordination and alignment of policies, initiatives and programmes.

14. Food and nutrition security remains a “permanent emergency”. It is for this reason that the prevention and management of food crises features in the Secretariat's work programme:

- A programme to support the Food Crisis Prevention Network (RPCA), which will continue to build on the efforts undertaken for many years to improve the regional governance of food and nutrition security (financed by the core budget).

1.2. Regional governance of food and nutrition security

15. Created in 1984, and co-facilitated by the CILSS and the SWAC Secretariat, the RPCA is the region's reference platform for food and nutrition security governance. Placed under the political leadership of ECOWAS and UEMOA, it is the only platform bringing together all stakeholders. It drives progress through various instruments: (i) codes of good conduct including the Food Aid Charter in 1990 and the PREGEC Charter in 2012; (ii) analysis and information tools, including the *Cadre harmonisé* (CH) for the analysis and identification of risk areas and food and nutrition insecure populations; (iii) tools to assist in the co-ordination and effectiveness of interventions, such as the interactive mapping of food and nutrition security (FNS) and resilience interventions, *Cadre harmonisé* results and best practices on resilience. The information and analyses produced by the Network inform decision-making by States and other stakeholders.

16. The Network, however, is encountering difficulties in the following areas:

- Facilitating dialogue, co-ordination and alignment
- Adapting monitoring instruments to multifactorial crises.

17. The Secretariat proposes to provide support to the Network in these two areas.

1.2.1. Objectives and expected results

18. The overall objective is to support policy makers in the region to more effectively achieve their ambitions for food and nutrition security for the benefit of the Sahelian and West African populations.

19. To this end, the work should lead to:

- Better targeted and more effective FNS interventions; based on innovative crisis prevention and management instruments integrating gender dimensions; adapted to increasingly complex food issues.
- Better co-ordinated and aligned FNS interventions; based on relevant information and strengthened leadership of regional actors.

20. These two final outcomes are based on three groups of activities:

- Support the innovation process of prevention, intervention, early warning and governance instruments for FNS in general.
- Strengthen information available for better co-ordination and alignment.
- Strengthen the Network's capacity to promote greater co-ordination, alignment and accountability for results of FNS interventions.

1.2.2. Activity 1. Support the innovation process of prevention, intervention, early warning and governance instruments for FNS in general

21. The growing number and complexity of factors underlying food and nutrition crises raises questions for all stakeholders around the adaptation of early warning, prevention and intervention instruments. In addition to analysis and early warning tools, intervention methods and approaches are also being examined.

22. In close collaboration with CILSS, the Secretariat will support this innovation dynamic by implementing two sub-activities:

- Produce analyses contributing to the process of adapting data collection instruments as well as producing information on FNS in multi-risk environments. This work will be based on methods and sources of information available, including satellite data, new information technologies, local networks, etc. It will also build on tools already validated in the Horn of Africa. These analyses will feed into the validation process of the consensual tool for targeting food and nutrition insecure populations (one of the recommendations of the second evaluation of the PREGEC Charter). These analyses will focus on sex- and age-disaggregated data.
- Support the production of a "Set of Instruments for FNS Interventions in Hostile and Insecure Environments". The "Set of instruments for food crisis management" validated in 2012 within the framework of the PREGEC Charter will be revised; the Secretariat previously co-ordinated its formulation. This work will draw on lessons learned from the Humanitarian – Development – Peace nexus resilience projects and programmes supported by many partners (AFD, AfDB, EU, USAID, World Bank, ...) It will capitalise on the experiences of other regions such as the Horn of Africa. This work will be conducted with reference to the key messages of the 2019 Global Food Crisis Network conference. Instruments will be disaggregated by sex.

23. This work will result in the production of:

- An analytical report on the adaptation of tools for data collection providing sex-disaggregated data and the production of information on FNS in multi-risk environments.
- A sex-disaggregated "Set of Instruments for FNS Interventions in Hostile and Insecure Environments".

1.2.3. Activity 2. Strengthen information available for better co-ordination and alignment

24. The overlapping nature of crises and the scarcity of resources to deal with them underscore the urgent need for greater co-ordination and alignment. This means that States and regional organisations must have sufficient “conductor” capacities in order to:

- Co-ordinate the many initiatives that are usually carried out by several ministerial departments and also by non-governmental organisations, civil society or humanitarian organisations.
- Facilitate policy dialogue on aligning technical and financial partner interventions.

25. The Secretariat has developed interactive maps with geo-localised databases. These maps show the food and nutrition situation (*Cadre harmonisé* results), FNS projects, and best practices on resilience. Finally, within the framework of the project on improving the governance of resilience, food and nutrition security, and sustainable agriculture in West Africa (PAGR/SANAD), the Secretariat carried out, together with CILSS, an analysis of FNS information systems. This work resulted in national and regional roadmaps in order to strengthen those systems.

26. In close co-operation with CILSS, the Secretariat will develop these information tools. It will also ensure that they are effectively used by stakeholders. This will result in three sub-activities.

- Strengthening interactive maps and support for ownership of these tools in countries and regional organisations.
- Advocacy for the implementation of the roadmaps strengthening FNS information systems.
- Production of policy briefs for decision-makers on co-ordination and alignment.

27. This will result in the following products:

- FNS projects: 300 new online programmes/projects, many new best practice sheets and new gender-sensitive search functionalities
- *Cadre harmonisé* food situation: country fact sheets, regional snapshots and Maps & Facts
- RPCA briefs and policy briefs for decision-makers.

1.2.4. Activity 3. Strengthen the Network's capacity to drive greater co-ordination, alignment and accountability for results

28. There are many frameworks for dialogue at the regional level: ECOWAS Consultative Committee on Agriculture and Food, UEMOA High-Level Committee for FNS; CILSS Partners Committee, ECOWAP Partners Group, Regional Council on Food Security (CORESA), Steering committees for programmes and projects... This is similar at the national level where there is a multitude of dialogue frameworks led by different ministerial departments. In addition, the second evaluation of the PREGEC Charter revealed insufficient leadership capacities of public authorities in the governance of FNS.

29. The Secretariat supported the formulation of a grid to assess the leadership of States and regional organisations in the governance of FNS. This grid was validated within the Network. It is a *self-analysis* and capacity building tool called "*Framework for Analysis of Leadership in Food and Nutrition Security Governance (C-GovSAN)*". It enables States and regional organisations to regularly assess constraints and progress.

30. In close collaboration with CILSS, the Secretariat will ensure the dissemination and promotion of this tool. It will provide technical support to help strengthen the Civil Society and Parliamentary Oversight Committees on the implementation of the PREGEC Charter. During the Network's meetings (annual and restricted), co-organised with CILSS within the framework of the Sahel and West Africa Week, a space for dialogue on co-ordination and convergence will be provided. This will give rise to three sub-activities:

- Organisation of the Network meetings (annual and restricted) and creation of a space for dialogue on co-ordination and alignment; moderation of these meetings will meet the gender parity criterion.
- Support the dissemination and appropriation of the C-GovSAN tool. (for leadership in FNS governance)
- Strengthening the monitoring and accountability function around the commitments made under the PREGEC Charter.

31. This will result in the following products:

- Organisation of four Network meetings (two annual and two restricted); production of two policy briefs for decision-makers with recommendations on co-ordination and alignment.
- Dissemination of the C-GovSAN tool among States, regional organisations and other stakeholders.
- A report monitoring the implementation of the recommendations of the first and second evaluations of the PREGEC Charter, including a note holding the signatories of the PREGEC Charter to account; at least two new operational Civil Society and Parliamentary Oversight Committees on the implementation of the PREGEC Charter.

1.2.5. Results and Indicators

	Indicators
Vision	Impact indicators
"Between now and 2030, contribute to the achievement of the Zero Hunger goal in the Sahel and West Africa"	✓ Increased interest and willingness of stakeholders (governments, regional organisations, partners, civil society) to strengthen co-ordination for greater effectiveness and impact of interventions
Overall objective (OO)	Outcome indicators
"Support decision-makers in the region to more effectively achieve their ambitions of food and nutrition security for the benefit of the Sahelian and West African populations"	✓ Change in the number of regional initiatives building on instruments promoted by the RPCA and aimed at addressing the structural causes of chronic food and nutrition insecurity
Final Results (FR)	Outcome indicators
Final result 1 (FR1) "Better targeted and more effective FNS interventions based on innovative PREGEC instruments, integrating gender dimensions and adapted to the increasing complexity of food and nutrition issues"	✓ Change in the number of FNS regional projects integrating new targeting and intervention instruments (emergency and structural)
Final result 2 (FR2) "Better co-ordinated and aligned FNS interventions based on the provision of relevant information and support to strengthen the leadership of regional actors"	✓ Change in the number of initiatives involving inter-agency development co-operation or inter-regional organisation interventions, in particular around the HDP triple nexus in multi-risk or conflict zones
Intermediate Results (IR)	Result indicators
Intermediate result 1 (IR1) "Facilitated access by FNS stakeholders to information and intervention tools that are better adapted to multi-risk environments"	<ul style="list-style-type: none"> ✓ Effective use of SWAC analyses by the technical committee of the <i>Cadre harmonisé</i> for the production and validation of new methodological tools: (i) data collection and production of FNS information in multi-risk contexts; (ii) improved targeting of food insecure populations; (iii) intervention tools for use in hostile and insecure environments ✓ Change in the number of countries using the consensual targeting tool to improve the quality of their National Response Plans (NRPs)
Intermediate result 2 (IR2) "Relevant and diversified information available for planning, facilitation of policy dialogue on co-ordination, alignment and effectiveness of interventions"	<ul style="list-style-type: none"> ✓ Increase in the use of information in the interactive mapping tool and level of involvement of stakeholders in updating the database ✓ Increase in the timely availability of information and the use of the online CH-results database ✓ Change in the number of countries progressively implementing their national roadmaps for strengthening FNS-IS

	Indicators
Intermediate result (IR3) "The RPCA's advocacy and capacity building tools for better governance of FNS"	<ul style="list-style-type: none"> ✓ Number of countries or regional organisations using the policy analysis and dialogue framework of C-GovSAN in order to assess their leadership capacity and to implement corrective measures to address identified weaknesses ✓ Change in of the number of countries gradually setting up frameworks for <i>in situ</i> monitoring-evaluation of their commitments in the PREGEC Charter
Activities	Achievement indicators
Activity 1: Support innovation of prevention, intervention, early warning and governance instruments for FNS in general	<ul style="list-style-type: none"> ✓ A study integrating gender dimensions and enabling the technical committee of the <i>Cadre harmonisé</i> to accelerate the development of a consensual tool for targeting vulnerable populations and methodological tools for data collection and production of FNS information in multi-risk environments ✓ A gender-sensitive "set of tools for FNS interventions in hostile and insecure environments" for use by FNS stakeholders, particularly States
Activity 2: Strengthen information for the benefit of co-ordination and alignment	<ul style="list-style-type: none"> ✓ An interactive mapping tool on FNS interventions and best practices on resilience is enhanced with new data (300 new FNS projects; 50 new best practices on resilience), new search functionalities with a gender dimension and a functional network for knowledge-sharing across countries ✓ The <i>Cadre harmonisé</i> results platform is strengthened with new products and functionalities: 4 series of country sheets; regional snapshots for the different areas (ECOWAS, UEMOA, CILSS, G5 Sahel...) ✓ Various documents and products supporting decision-making on alignment and co-ordination: 2-4 Maps & Facts on <i>Cadre harmonisé</i> results; 2 RPCA Briefs; 1-2 Policy Briefs for decision-makers on the challenges of convergence, co-ordination and effectiveness of FNS interventions, etc. ✓ A note on FNS-IS to support stakeholder dialogue and advocacy for more sustainable financing of FNS-IS.
Activity 3: Strengthen the Network's capacity to promote greater co-ordination, alignment and accountability for results	<ul style="list-style-type: none"> ✓ Four RPCA meetings (two annual and two restricted) ✓ Two Policy Briefs for decision-makers that cover co-ordination and accountability issues raised at annual and restricted meetings. These briefs are addressed to the three regional organisations (ECOWAS, UEMOA, CILSS) ✓ Approximately 500 copies of the C-GovSAN tool for leadership in FNS governance distributed to States, regional organisations and other stakeholders ✓ A report monitoring the implementation of the recommendations of the PREGEC Charter evaluations, including a note holding signatories of the Charter to account ✓ At least two new operational Civil Society and Parliamentary Oversight Committees on the application of the PREGEC Charter

2 Sustainability and resilience of food systems

2.1. Background and rationale

32. The work of the SWAC Secretariat shows that the food economy accounts for 40% of Gross Domestic Product (GDP) and two-thirds of total employment in Sahelian and West African countries, and that these proportions are expected to be similar in 2030. The food economy remains overwhelmingly informal: production (agriculture, animal husbandry, fishing); collection; processing; distribution; wholesale and retail trade and street catering. It is also poorly structured and highly sensitive to economic, political, security, climatic and health shocks and uncertainties.

33. Food systems underpin the food economy. It is on these systems that the future of the majority of the region's inhabitants, whose numbers will double in the next 25 years (20 years in the landlocked Sahelian countries), will depend. Demographic dynamics will accentuate the already significant pressure on natural resources - agricultural land, pastureland, water reserves, fish stocks, biodiversity. The consequences of this growing pressure will be exacerbated by climate change and economic, political and health shocks. In addition, the urban population will grow much faster than the rural population. The non-agricultural and urban share of the food economy will grow rapidly.

34. How, in this context, can we move towards more resilient food systems that can ensure access to food at affordable prices and in all circumstances for a larger part of the population? How can this transition towards sustainable food systems bring economic opportunities and job creation? How can these structural issues be included in the succession and multiplicity of climate, food, health, security and locust crises?

35. It is essential to make food systems more resilient and sustainable. Therefore, these issues find their place in the Secretariat's work programme through a programme of knowledge development and policy dialogue for resilient and sustainable food systems (new EC funding).

2.2 Sustainability and resilience of food systems

(Note: this activity is subject to a European Union voluntary contribution)

36. The Secretariat of the Sahel and West Africa Club has an important role to play in supporting policy-makers through strategic dialogue. It has an important network, multi-sectoral knowledge and significant analytical experience, with a specific focus on the Sahel and West Africa and food issues.

37. Since its creation in 1976, it continues to promote a regional approach to challenges and solutions, including a common destiny between Sahelian and coastal countries. It has developed unique expertise in spatial, retrospective and prospective analyses that facilitate a more realistic understanding of the different dynamics at play.

38. In support of the countries of the region, the regional organisations, development partners and complementing existing instruments, the Secretariat will strengthen its monitoring and strategic dialogue capacities to support the sustainability and resilience of food systems in West Africa.

2.2.1. Objectives and expected results

39. The overall objective of the programme is to support shared understanding and growing commitment by Members and partners to develop more systemic policy approaches towards sustainable food systems.

40. To this end, the work should contribute to:

- Improved monitoring capacity of food systems transformations (final result 1)
- Improved and shared understanding of food system transformations, policy options and investment opportunities (final result 2).

41. These final results are based on three sets of activities:

- Creating a Food Systems Transformations Monitor.
- Production of analyses, visualisations and cartographies.
- Organisation of events, communication and advocacy for strategic dialogue on the sustainability and resilience of food systems.

2.2.2. Activity 1. Creating a Food Systems Transformations Monitor

42. Policy makers and practitioners need to be able to better define, co-ordinate and evaluate policies and investments related to food systems. Food systems are both complex and dynamic. Today, they are analysed through a multitude of entry points without identifying the most critical factors. Data describing food systems and their performance are disparate, non-comparable and sometimes missing. They are most often aggregated at the national level, which does not enable local and cross-border realities to be fully comprehended.

43. The transition towards sustainable and resilient food systems requires a common understanding of the key determinants of the dynamics of change. This common understanding must be built through dialogue, mutually beneficial technical co-operation and listening to the needs expressed by policy makers.

44. The SWAC Secretariat will facilitate a process to create a Food Systems Transformation Monitor. This monitor will make it possible to follow the transformations under way and compare the performance of the different components of food systems between West African countries and regions.

45. This mechanism will initially focus on the Sahel and West African countries.

46. This work will build on existing data, indicators and tools such as: the *Cadre harmonisé*, ECOAGRIS/ECOWAS, the AGRHYMET/CILSS Centre, SIAR/UEMOA, JRC/EU, MAFAP/FAO, ReSAKSS, FEWS-NET, the ROPPA's Family Farm Observatory, the IFPRI Food System Scoreboard, the EBA/World Bank initiative, and specific databases on insecurity, the environment, access to energy..., as well as on the work of the Club's Secretariat and Members' and partners' relevant programmes such as the programme to support women's resilience in West Africa led by the Austrian Development Agency and ROPPA.

47. Approaches that are original and add value will be prioritised, such as:

- Analysing realities at relevant territorial scales (local, cross-border, multi-country, Sahelian, West African, etc.) and how they evolve over time. This spatio-temporal approach will be carried out in line with similar methods used in the SWAC Secretariat's other work on cities, the food

economy, insecurity, women and territories; in order to support convergence and the pooling of knowledge across all programmes.

- Identifying determinants or signals which will also help to inform policies and investment priorities aimed at adapting and transforming these systems towards more sustainable modes that meet political expectations: agro-ecology, gender equality, jobs, peace/stability, environment/climate, energy, cities, rural areas and territories, etc.
- Systematically taking *gender* into consideration, both in the collection and analysis of the available databases and in the development of the monitor and analyses.

48. The monitor is based on four complementary sub-activities:

- The creation of an online data platform providing permanent access to an analytical monitoring tool for the transformation of food systems in West Africa.
- The compilation and consistent linking of relevant statistical data sources.
- The design of a methodology to observe, monitor and quantify the transformations of food systems, taking into account the different sectors and dimensions that make up and influence these systems. This methodology will include the development of a Food Systems Transformation Index (FSTI) or a relevant monitoring tool for these transformations. The index will be built over time, according to an iterative and sequential process that will allow the regular production of strategic information. This process will also make it possible to focus particular efforts on a space (a country, a group of countries, a cross-border area, etc.), or a theme (nutrition, trade, industry, climate, etc.) depending on the economic situation and/or the West African and international agenda.
- The identification and measurement of gender dimensions in transformations of food systems.

49. This work will result in :

- The provision of a data platform (monitor) of the transformations of food systems.
- The identification and coherent grouping of at least ten sources of statistical data feeding into the platform.
- A methodology for a FSTI or a tool for monitoring these transformations.
- Two to three indicators disaggregated by gender and age in the monitor.

2.2.3. Activity 2. Production of analyses, visualisations and maps

50. The SWAC Secretariat will contribute to improving the capacity to monitor food system transformations as well as to a better and shared understanding of these transformations by providing analysis, visualisations and maps.

51. The production of these analyses, visualisations and maps will involve using information produced by the monitor and combining it with the information resources of the Club and its network to identify the key factors at work behind food system transformations, as well as policy options and investment opportunities to accompany these transformations, from a regional perspective.

52. The production of analyses, visualisations and maps is based on two complementary sub-activities:

- Producing analyses on the transformations of food systems, documenting their different dimensions and the context in which they occur, and interpreting and combining the data from the monitor.
- Drafting policy briefs, overviews and analytical notes updating the implications of the monitor and analyses for public policy and investment.

53. This work will result in:

- Two analytical notes on transformations in food systems.
- Three notes presenting policy options or investment opportunities in the area of food systems sustainability and resilience.

2.2.4. Activity 3: Event organisation, communication and advocacy for policy dialogue on the sustainability and resilience of food systems

54. Strengthening the commitment and capacity of members to develop and promote holistic policies for sustainable and resilient food systems requires establishing a knowledge and peer learning community. Dialogue, knowledge exchange and mutual learning will be the drivers of this knowledge community. They will help build a shared and strengthened understanding of all components of food systems, their interactions and their spatial and temporal dynamics.

55. The SWAC Secretariat will create space for sharing information and dialogue by organising events, communicating on the challenges of sustainability and resilience of food systems, and advocating for policy dialogue on this topic.

56. The activity will be carried out in synergy with SWAC Members. It will involve a collective effort to access various bodies and forums at the highest level. It covers in particular

- Participation in external meetings or international fora on sustainability and resilience of food systems, for example:
 - Ad hoc thematic days or sessions in the margins or in the framework of international forums: AU/EU Summit, COP, UN Summit on Food Systems, CFS/FAO; Sahel Alliance, G7/G20; One Planet Summit, etc.
 - Strategic dialogue events at regional or international fora; or meetings - statutory or ad hoc - organised by SWAC Members and partners.
 - Regular thematic days or sessions during RPCA meetings and in the margins of the Global Food Crisis Network meetings.
 - Facilitation of dialogue in Steering Committees and other reflective or planning frameworks on regional policy formulation on SAN and sustainable agriculture.
- The organisation of meetings on sustainability and resilience of food systems by the SWAC, with specific communication and advocacy for these meetings, with the aim of generating policy dialogue from a regional perspective.
 - Specific communication and advocacy will be targeted at influencers and decision-makers at the highest level and using all types of media. They will be based on communication tools designed drawing on the results of the monitor, as well as recent and ongoing work of the Secretariat (on food economy, food prices, employment, women in trading networks, the impact of insecurity on markets, the impact of COVID-19, etc.). These materials will be targeted as appropriate:
 - Geographically: for example on the ECOWAS, UEMOA, CILSS, G5 spaces or on a specific cross-border area (Liptako-Gourma, Lake Chad...); etc.
 - Thematically: nutrition, gender, insecurity, employment, the impact of health (COVID-19 pandemic and others) and climatic crises on food systems and economies of the region, etc.

- The organisation of expert meetings on the monitoring of the sustainability and resilience of food systems to facilitate the exchange of knowledge and shared understanding on the dimensions to be considered, data and monitoring methods.
- The creation of a network of experts and key partners in order to have an overview of ongoing policies, investments and initiatives and to facilitate a strategic dialogue based on a shared understanding of the ongoing transformations.

57. This work will result in:

- Three external meetings or international fora on sustainability and resilience of food systems in which the SWAC will participate.
- Three meetings on sustainability and resilience of food systems organised by SWAC.

2.2.5. Results and Indicators

Vision	Impact indicators
Overall objective (OO)	Outcome indicators
The commitment and capacity of Members to develop and promote holistic policies for sustainable and resilient food systems is strengthened.	<ul style="list-style-type: none"> ✓ Increase in the level at which information, policy recommendations and technical tools developed and promoted by the SWAC, are taken into account in target groups' policy dialogue on food systems. ✓ Change in the number of strategies, policies or funding plans that demonstrate the commitment of Members and partners to integrate more systemic approaches to food system sustainability and resilience.
Final Results (FR)	Outcome indicators
FR1: Enhanced capacity to monitor changes in food systems.	<ul style="list-style-type: none"> ✓ Improved monitoring of changes in the food systems of the target groups
FR2: An improved and shared understanding of food system transformations and policy and investment options.	<ul style="list-style-type: none"> ✓ Improvement in the number of comparable indicators available between countries ✓ Improved level of understanding of target groups on food systems and their changes ✓ Improved awareness of target groups to the SWAC's work on food system transformation in national or regional strategic thinking
Activities	Achievement indicators
Activity 1: Setting up a monitoring tool for food systems transformations	<ul style="list-style-type: none"> ✓ Implementation of an operational data platform (monitoring tool) ✓ At least ten sources of statistical data feeding the database (CH, ECOAGRIS/ECOWAS, FEWS-NET, AGRHYMET/CILSS, etc.). ✓ Development of a methodology for a food systems transformation index (FSTI) or a functional tool for monitoring these transformations. ✓ At least two sex- and age-disaggregated indicators included in the monitor
Activity 2: Production of analyses, visualisations and maps	<ul style="list-style-type: none"> ✓ At least two analyses produced on the transformations of food systems ✓ At least three notes including proposals for policy options or investment opportunities in the field of sustainable and resilient food systems
Activity 3: Organisation of events, communication and advocacy for strategic dialogue on the sustainability and resilience of food systems	<ul style="list-style-type: none"> ✓ At least three external meetings or international fora on sustainable and resilient food systems in which the SWAC takes part during the PWB ✓ At least three SWAC-initiated meetings on the sustainable and resilient food systems

3 Cities and territories

3.1. Background and rationale

58. Africa's high population growth is resulting in rapid changes in settlement patterns. These changes can be seen in the natural growth of cities and mobility towards economic centres, the development of urban agglomerations due to the densification of rural areas, as well as the merging of cities.

59. In 2015, more than 50% of Africans lived in urban areas. The continent has 74 urban agglomerations of more than 1 million inhabitants, more than in the European Union. In nearly half of the 50 countries covered by the Africapolis database produced by the Secretariat, the level of urbanisation exceeds 50%. Only Niger has an urbanisation level of less than 20%. Beyond this snapshot, it is the pace and scale of the urbanisation process in Africa that makes it stand out. The urban population has increased by 2 000% since 1950, and the number of urban agglomerations has risen from 624 to 7 617 in 2015. In the space of a few decades, new capitals have emerged and other urban centres have grown far beyond their initial size, dominating national urban systems. At the same time, many intermediate cities have emerged and the urban network has become more dense.

60. This urban transition brings with it many opportunities and new models of social, economic and environmental development. It accelerates women's empowerment through easier access to education and health. It also carries risks.

61. Anticipating these dynamics and their induced transformations and supporting them with appropriate and territorial policies is essential for the economic and social development of the region and for the security and well-being of populations. This requires up-to-date, geo-localised and comparable data.

3.2. Objectives and expected results

62. The overall objective is to convince SWAC Members and partners of the need to strengthen urban and territorial planning as well as implementation capacities at local, national and regional levels. To this end, the work must lead to:

- Enhanced understanding of African urban dynamics, their effects and impacts (final result 1)
- Increased awareness around the need to consider socio-economic and socio-spatial dynamics for more appropriate and sustainable urban policies (final result 2).

63. These two final results depend on three groups of activities:

- Production and use of statistical and dynamic tools
- Informed and mapped analyses
- Networks and advocacy.

3.3. Activity 1. Production and use of statistical and dynamic tools

64. The Africapolis.org platform is available online since 2018 and provides geo-localised, dynamic and retrospective information on some 7 000 African urban agglomerations with more than 10 000 inhabitants. It will be updated and improved by integrating statistics, including from National Statistical Offices where possible, research and new functionalities. This will facilitate access and use by local actors, researchers and other partners. This work will be structured around three sub-activities:

- Updating and developing the database, including urban projections for 2020, 2025, 2030, 2035, 2040 and 2050
- Carrying out factual analyses by country, themes and topical issues
- Integrating data from the work of partners to allow comparative analysis (infrastructure, gender, etc.)

3.4. Activity 2. Informed and mapped analyses

65. What are the main challenges and opportunities that will shape African territories in 2035 and beyond? What should the territory ideally look like in 2050 to achieve stronger national and continental cohesion?

66. What are the most appropriate policies and investments to address the different challenges around territorial development in West Africa and to maximise the potential of urban areas in the framework of the new urban agenda of the African Union?

67. What does peripherality, accessibility, vulnerability, attractiveness and connectivity mean for each type of territory? What is the impact and link with the challenges around competitiveness and the sustainable growth of these territories? How can spatial and integrated approaches, such as Africapolis, help meet the political and development challenges posed by the geographical and environmental characteristics of the territories?

68. These questions will be discussed, illustrated and developed into policy options, based on three themes:

- Analyses and data on the role played by inter-city transport infrastructure in urban development and regional integration; formulation of policy options on strengthening infrastructure planning frameworks.
- Statistical and cartographic projections on urban growth, taking into account environmental constraints.
- Production of innovative methodologies and analyses highlighting urban-rural connections and environmental impacts on territorial development, transformations and evolution. This work will be carried out on the basis of case studies.

3.5. Activity 3. Networks and advocacy

69. There is a need to improve connections and interactions between actors to encourage better consideration of urban and territorial issues in the development agenda.

70. How can urban governance and territorial agendas be strengthened for more strategic and coherent regional and continental integration? Growing disparities, population flows and environmental risks differ and do not impact territories in the same way. This territorial and spatial approach is not yet sufficiently integrated into political debates.

71. This work will involve advocacy around three issues:

- Fragmentation: Social, economic and political fragmentation has profound spatial implications in urban areas, cities and emerging conurbations, national territories, border areas and regions. This calls for tailored policy responses adapted to each environment.
- Growing interdependencies and externalities: The positive and negative impacts of development in one area affects other areas. It is therefore necessary to give policy makers a broader geographical perspective of these interactions.
- Functional imbalances at all levels: Discrepancies between “lived spaces” and the geographic, administrative and political jurisdictions of decision-making raise efficiency and legitimacy issues. Territorial governance reforms and/or more territorial co-operation at all levels and in all sectors is required.

72. Two sub-activities will facilitate this advocacy work and its translation into policy options and discussions:

- Facilitating interactions and dialogues within a network of researchers, practitioners and decision-makers committed/involved in urban development in Africa
- Producing political and technical arguments in favour of urban development that is better adapted to the current and future challenges of the continent.

3.6. Results and Indicators

Vision	Impact indicators
<p>Contribute to the improvement of the well-being of populations by supporting the implementation of policies for more inclusive, adapted and sustainable urban and territorial development</p>	<ul style="list-style-type: none"> ✓ Improvement of living conditions for urban dwellers: <ul style="list-style-type: none"> ○ Improvement of intra-urban mobility ○ Improving access to employment ○ Improving the delivery of public services ○ Perceived improvement in quality of life ✓ Effectiveness of rules and mechanisms of territorial governance (including mechanisms of budgetary adjustment between the city and its territories)
<p>SWAC Members and partners more committed to implementing urban and territorial policies in Africa</p>	<ul style="list-style-type: none"> ✓ Level of consideration of the recommendations/options produced by the SWAC in the strategic orientation policies of target groups (Members and partners of SWAC) ✓ Increase in investments by target groups in the urban sector ✓ Increase in the number of initiatives, projects, programmes using SWAC policy options/recommendations as a strategic approach to implementation.
Overall Objective (OO)	Outcome indicators
<p>Convince Members and partners of the need to strengthen urban and territorial planning and implementation capacities at the local, national and international levels</p>	<ul style="list-style-type: none"> ✓ Growing consensus among and between target groups on the conditions necessary for more appropriate and sustainable urban and territorial development ✓ Increase in the number of political/financial decisions demonstrating the interest and commitment of technical and financial partners to the approaches promoted by the SWAC.
Final Results (FR)	Outcome indicators
<p><i>FR1 : Enhanced understanding of Members and partners on the dynamics of African urbanisation, its effects and impacts</i></p>	<ul style="list-style-type: none"> ✓ Improved understanding of the target groups on the current dynamics of urbanisation, its effects and impacts ✓ Improvement in the use of the Africapolis database by type of target group.

<p><i>FR2: Increased awareness among Members and partners of the need to take into account spatial, environmental, socio-economic and political dynamics for more appropriate and sustainable urban policies</i></p>	<ul style="list-style-type: none"> ✓ Improved awareness of beneficiaries and target groups of the preconditions for more appropriate and sustainable urban development <ul style="list-style-type: none"> ○ Number of references made to Africapolis data and tools in debates and published research ✓ SWAC's ability to provide an evidence-base and influence target groups <ul style="list-style-type: none"> ○ Perceived usefulness of recommendations made ○ Ability to bring the interests of target groups together ✓ Variation in target groups' opinions on the issues that are the subject of political and technical recommendations issued by the SWAC
<p>Intermediate Results (IR)</p>	<p>Result indicators</p>
<p><i>IR1: Target groups using up-to-date and dynamic statistical tools to better understand the new realities of urbanisation in Africa</i></p>	<ul style="list-style-type: none"> ✓ Perception of the degree to which the tool can be easily used by the target groups ✓ Level of satisfaction of the target groups with the usefulness of the data and the new functionalities of the database ✓ Number of downloads ✓ Number of users by type of target groups ✓ Increase in the use of the tool by type of target groups ✓ Number of interactions between target groups and managers to improve the functionalities of the database ✓ Citations of statistical and cartographic data produced by the database in research articles
<p>Intermediate Results (IR)</p>	<p>Result indicators</p>
<p><i>IR2: Members and partners benefiting from analyses that enable them to better understand and manage the challenges of urbanisation in Africa</i></p>	<ul style="list-style-type: none"> ✓ Progress in the state of knowledge of the target groups on the current and future challenges of urbanisation ✓ Increased sensitivity/awareness of the actual state of urbanisation in Africa by target groups
<p><i>IR3: Improve connections and interactions between target groups to better advocate for the inclusion of urban and territorial issues in the development agenda</i></p>	<ul style="list-style-type: none"> ✓ Increase in the number of international events dealing with urbanisation and its challenges in Africa (compared to the initial situation) ✓ Effective functioning of a network advocating for more effective and adapted urban policies: <ul style="list-style-type: none"> ○ Number of topics/themes debated ○ Level of interactivity of exchanges (or number of interactions generated) ○ Number of key actors active and invested in the network ○ Number of subjects/topics brought by Members to decision-making bodies ○ Existence of a charter to which Members effectively adhere ✓ Members' and partners' perception of the SWAC's capacity to facilitate dialogue with the network with a view to designing and carrying out joint advocacy.

Activities	Achievement indicators
Activity 1.1: Update the Africapolis database develop new functionalities for the statistical tool	<ul style="list-style-type: none"> ✓ Number of updated statistical information integrated into the database ✓ Effective integration of an “infrastructure” entry in the database.
Activity 1.2: Provide new factual analyses	<ul style="list-style-type: none"> ✓ Number of updated country fact sheets.
Activity 2.1: Produce analyses on gaps and disparities in strategic urban infrastructure and formulation of policy recommendations for the strengthening of planning instruments	<ul style="list-style-type: none"> ✓ Number of analyses on infrastructure needs and the role of connections between cities, particularly intermediary, for balanced regional development ✓ Number of political and technical recommendations for more effective urban planning of strategic infrastructure development.
Activity 2.2: Develop statistical and cartographic projections on urban growth taking into account existing environmental constraints	<ul style="list-style-type: none"> ✓ Number of statistical and cartographic analyses of the development of urbanisation in relation to environmental externalities ✓ Number of policy options on the prerequisites for taking climate issues into account in territorial development policies.
Activity 2.3: Produce innovative methodologies and analyses providing useful insights on urban-rural connections and on the environmental impact on territorial development, transformations and evolution	<ul style="list-style-type: none"> ✓ Number of innovative methodologies developed and presented ✓ Number of analyses produced, published and disseminated
Activity 3.1: Facilitate interactions and dialogue within a network of researchers, practitioners and decision-makers committed/involved in urban development in Africa	<ul style="list-style-type: none"> ✓ Number of international workshops and seminars organised by the SWAC ✓ Number of key actors invited to discuss urban policies at workshops and seminars organised by the SWAC ✓ Number of international events in which the SWAC participates ✓ Number of papers developed and presented at external international events ✓ Number of good practices and exchanges of experience presented and discussed within the network ✓ Number of interactive communications tools ✓ Number of communication tools by target groups
Activity 3.2: Produce political and technical arguments in favour of urban development that is better adapted to the current and future challenges of the continent	<ul style="list-style-type: none"> ✓ Number of narratives demonstrating the need to combine several spatial scales of analysis to support inclusive, appropriate and sustainable urban development ✓ Number of narratives advocating for harmonisation of statistical frameworks and capacity building ✓ Number of narratives demonstrating the need to seek a balance between urban growth and sustainable development and to take into account blurrier urban-rural boundaries ✓ Number of political and technical options for urban development that properly take account of territorial/spatial externalities and potentialities.

4 Securities and Borders

4.1. Background and rationale

73. North and West Africa has been facing a resurgence of political insecurity over the past 15 years. This violence takes many forms depending on the region and country (terrorism, rebellions, coups, community tensions). Their dynamics are becoming more complex and are increasingly linked to other security factors such as the environment, food or health security, and the growing number of protagonists. The development of self-defence militias, rebel groups and transnational organisations affiliated with Al Qaeda or the Islamic State, further undermines the stability of States.

74. Between 2011 and 2019, violent events increased by 250%. In West Africa, the number of violent events increased from 581 to 2 617 and the number of victims from 3 360 to 11 900. Border regions are particularly affected; 40% of violent events and deaths occur within 100 km of a border. Attacks against civilians are also increasing sharply.

75. These volatile dynamics, their impacts on development and their geographical dimensions – often cross-border – need to be understood by policy-makers. Spatial analysis is key to understanding the influence of geographical levers (location, distance, borders, territorial scales), as well as the ways in which violence is diffused (networks of actors in particular). It also provides new and cross-cutting insights into the emergence and development of conflicts.

76. The Secretariat's recent work unpacks the geography and nature of these new forms of violence using geo-localised data and methodologies that allow for a temporal and spatial analysis of events and networks of actors. These approaches are complementary to qualitative analyses and data produced by organisations such as the West African Network for Peacebuilding (WANEP). They underline the need to adapt military or development interventions to territorial specificities and to build policy options that tackle these issues.

77. The Secretariat has been promoting spatial understanding for many years; through various publications and maps: "An Atlas of the Sahara-Sahel: Geography, Economics and Security" (2014), "Wars and Conflicts in the Sahara-Sahel" (2017), "Borders, security and development in West Africa" (2019) or "Women and Conflict in West Africa" (2020).

78. In 2020, the report "Geography of Conflict in North and West Africa" was launched by the OECD Secretary-General at the *Munich Security Conference*. The report presents and discusses a new spatial indicator of conflict dynamics (*Spatial Conflict Dynamics* or SCDi). It maps violence over time and space using geospatial data provided by ACLED. It looks at the intensity of violence and shows its spatial distribution. The flexible tool facilitates comparative studies across conflict zones (Lake Chad, Liptako-Gourma or Libya) and illustrates the impact of military interventions on displacement and the degree of violence.

4.2. Objectives and expected results

79. The overall objective of the programme is to ensure increased commitment by Members and partners to integrate multi-scalar and territorial approaches into their human security strategies.

80. To this end, the work should generate more spatial tools in support of decision-making for the benefit of more effective and tailored human security and development strategies (final result).

81. These final results involve carrying out the following four activities:

- Updating the Spatial Indicator of Conflict Dynamics
- Producing maps and gender-sensitive analyses of the dynamics of political violence
- Producing studies on new forms of conflict
- Facilitating discussions and exchanges within high-level forums.

4.3. Activity 1. Updating the Spatial Indicator of Conflict Dynamics

82. This work will be carried out together with the production of maps and updated analyses of the geography of political violence and its impact on networks of actors.

83. The indicator sheds light on the following questions: Has the intensity of violence increased or decreased? Are conflicts diffused or spatially concentrated? What is the impact of military interventions over time and across territories? It can be applied at different scales.

84. This work will also enable monitoring of the evolution of violence in certain regions particularly affected by political insecurity, such as Maiduguri in the State of Borno, Bandiagara in the Dogon Country, or Dori in Burkina Faso. This regional application of the indicator will make it possible to measure the extent to which violence has increased, the regions from which it spread, and the effectiveness of measures taken to contain it.

85. This work will contribute to the annual report.

4.4. Activity 2. Production of maps and gender-sensitive analyses of political violence dynamics

86. Gender dimensions will be integrated into the analysis of regional and local conflicts on an annual basis through the Spatial Indicator of Conflict Dynamics.

87. This work will result in the production of one or two West African Papers or will be part of the annual report.

4.5. Activity 3. Studies on border dynamics of insecurities

88. This work will focus on explaining why border areas are among the most dangerous in the region. The programme will deepen the specificities of border regions already highlighted in the SWAC 2020 report on the geography of regional conflicts.

89. This analysis will identify regions where violence is likely to spread in time and space, and map the most dangerous border segments in terms of the number of violent events and victims since 1997.

90. The research programme will also monitor the evolution of violence in certain regions close to borders.

91. This work will contribute to the annual report.

4.6. Activity 4. Studies on forms of conflict

92. This activity helps contextualise the changes observed in the nature and geography of conflict in North and West Africa according to annual circumstances and data availability. It will build on ongoing research, notably by West African authors. For example:

- Militias: documenting the violent action of these militias in recent decades and showing their spread throughout the region. The current conflicts are bringing a growing number of village, ethnic or religious militias into conflict with each other, acting on behalf of private interests. Many community militias are thus instrumentalised by local politicians who use these armed groups to advance their agendas on the fringes of government forces. This evolution remains poorly documented in West Africa despite its growing importance in Burkina Faso and Mali (potential contribution to the report if feasible).
- Other topics could be covered in West African Notes.

4.7. Activity 5. Facilitation of discussions and exchanges in high-level forums

93. This work aims to build political advocacy showing the benefit of integrating the scalar dimensions of violence into response strategies and policies.

94. Comparative studies will be carried out by zone and events (regional and local levels), and based on the analysis of networks of violence. In addition to participation in high-level meetings, such as the *Munich Security Conference* or the group of Special Envoys for the Sahel, dialogue will be extended to other discussion platforms in the region involving civil society, youth and women's groups, and parliamentarians.

4.8. Results and Indicators

	Indicators
Vision	Impact indicators
<i>Between now and 2030, strive towards greater coherence across Members' and partners' responses to the multi-scalar nature of human security, thus contributing to more sustainable solutions for peace in the Sahel and West Africa</i>	<ul style="list-style-type: none"> ✓ Progress made in including the multi-scalar approach as well as political and technical options developed by the SWAC in Members' human security strategies ✓ Growing consensus among Members on the importance of taking into account the different scales of territories for a better understanding of conflict dynamics.
Overall objective (OO)	Outcome indicators
<i>Growing commitment among Members and partners to integrate multi-scalar and territorial approaches in human security strategies in West Africa</i>	<ul style="list-style-type: none"> ✓ Increased number of references to SWAC's work in publications, speeches, strategies and policies of Members and partners ✓ Number of references to SWAC's work on spatial approaches in published research papers ✓ Number of research findings and options proposed by the SWAC incorporated into the regional organisations' Sahel-related strategies.
Final Results (FR)	Outcome indicators
FR1: <i>Provide Members and partners with more spatial tools to support decision-making for more appropriate and effective human security and development strategies</i>	<ul style="list-style-type: none"> ✓ Increase in the number of downloads of security-focused products from the SWAC website ✓ Increase in the number of shares of "security" products ✓ Increase in the number of individuals targeted by dissemination of materials and tools
Intermediate Results (IR)	Result indicators
IR1: <i>Enhanced understanding of Members and partners on the links between the spatial factors and the evolution of conflicts</i>	<ul style="list-style-type: none"> ✓ Improved understanding by target groups of the importance of taking into account spatial analysis for a better understanding of the different forms of violence and their evolution ✓ Perception by target groups of SWAC's ability to demonstrate that geography significantly influences the nature and evolution of conflicts: <ul style="list-style-type: none"> ○ Perceived relevance of the analysis ○ Perceived clarity of arguments ✓ Relevance of the choice of illustrations used to support the argument.
IR2: <i>Increased awareness among Members of the importance of integrating these analyses for the benefit of more flexible and multi-scalar strategies, in particular cross-border strategies</i>	<ul style="list-style-type: none"> ✓ Increase in the number of beneficiaries convinced of the need to integrate these approaches into their strategies ✓ Increased awareness among target groups of the benefit of integrating these approaches into their strategies and programmes.

Activities	Achievement indicators
<u>Activity 1:</u> Update to the Security Conflict Dynamics (SCD) indicator and production of updated mapping and analyses of the geography of political violence and its impact on networks of actors	<ul style="list-style-type: none"> ✓ Number of maps and graphs produced and disseminated ✓ Number of new parameters included in the SCD indicator ✓ Number of annual "Security" reports published in the <i>West African Studies</i> series ✓ Number of annual analyses focusing on topical events in the area of security.
<u>Activity 2:</u> Production of gender-sensitive mapping and analyses on the dynamics of political violence	<ul style="list-style-type: none"> ✓ Number of <i>West African Papers</i> produced and disseminated ✓ Updated sex-disaggregated data (events and victims) using the ACLED database.
<u>Activity 3:</u> Conduct of a series of studies on new forms of conflict in Africa based on ongoing independent research	<ul style="list-style-type: none"> ✓ Number of <i>West African Papers</i> produced and disseminated ✓ Number of new authors whose research is promoted through the <i>West African Papers</i>.
<u>Activity 4:</u> Facilitation of discussions and exchanges in high-level forums	<ul style="list-style-type: none"> ✓ Number of regional and international conferences in which the SWAC participates ✓ Number of papers presented by the SWAC at external events ✓ Number of communication and advocacy materials produced and disseminated ✓ Number of beneficiaries reached by type of target groups.

5 Advocacy and policy dialogue

95. Advocacy activities are inherent in all the thematic programmes described above. They are part of their objectives, activities and results. They contribute to the creation and facilitation of networks, the dissemination of new ideas or approaches, the development of partnerships and the promotion of the region.

5.1. Background and rationale

96. In addition to the dialogue and advocacy objectives of the thematic programmes, the overall objective of this function of the Secretariat is to promote major regional challenges in the international agenda. To this end, the work must lead to:

- A more integrated and systemic understanding of Sahelian and West African issues by Members and partners
- Greater involvement of non-state actors in strategic dialogue.

97. Two sets of activities underpin these final results:

- Continuing the building of and discussion on a narrative on the Sahel and West Africa
- Necessary broadening of the spaces for strategic dialogue.

5.2. Activity 1. Continuing the building of and discussion on a narrative on the Sahel and West Africa

98. Beyond the thematic programmes, advocacy is based on knowledge, analysis, perceptions and outlooks of the region that have been developed and consolidated over the years. The Secretariat's work feeds into a "narrative" of the region, which is continuously updated, questioned and adjusted.

99. This narrative, in turn, feeds into the contributions of the SWAC Secretariat and Honorary President in many instances: internal retreats organised by Members, contributions to strategy formulation by Members or partners, contributions to high-level African and international meetings, interviews; all of which provide opportunities to get messages across to the political and decision-making level.

100. The OECD offers important opportunities in this area: meetings between the Secretary-General and Heads of State and Government of the Sahel and West African countries, in which the Secretariat is systematically involved; the OECD Development Week, the next edition of which will be co-organised by the Development Centre, the Development Co-operation Directorate and the SWAC Secretariat.

101. This activity also comprises work in the form of written contributions for strategy documents of certain Members, the drafting of articles or opinion editorials, the production of *ad hoc* or regular communication products, and continuous activity on social networks.

102. Advocacy also calls for "institutional flexibility" to adapt to a crisis situation (such as the exceptional food crisis of 2020 or the COVID-19 pandemic). On such occasions, the role of the Secretariat is not to

interfere in the management of the crisis. Its role is to help Members and partners integrate the analysis of this crisis into a structural perspective.

103. All of these activities will be continued and strengthened in 2021-22, in line with the directions of the strategic framework presented in point 0.1 above.

5.3. Activity 2. Expanding spaces for dialogue

104. The dialogue and advocacy actions described above are primarily aimed at political decision-makers, heads of co-operation agencies, opinion leaders and journalists.

105. The Secretariat will make additional efforts to give greater prominence to and relay the views and proposals of Sahelian and West African actors whose voices are often unheard in policy and strategy discussions: think tanks, innovators, local elected officials, parliamentarians, professional organisations, young people and women, etc. These efforts will build on the various thematic programmes:

- Food Crisis Prevention Network
- Network of researchers, practitioners and decision-makers committed to urban development in Africa
- Building a food systems knowledge community
- Broadening the dialogue on security.

106. They will be supplemented by two cross-cutting activities: working group on women, “Sahelles” and “Sahelian consultations”.

5.3.1. Working group on women

107. In June 2019, SWAC Members validated the Secretariat’s proposal for the establishment of a *working* group whose core and founding members are the *gender* focal points of SWAC Members and partners.

108. These focal points were consulted as part of an independent gender dimension analysis in the Secretariat’s 2017-18 and 2019-20 work programmes. This analysis will be sent to Members in advance of the SWAC Strategy and Policy Group meeting on 8 September 2020. Proposals for immediate action arising from this analysis are presented in section 0.2 above.

109. From 2020 onwards, it is proposed to give this group the following priorities:

- Exchange information and dialogue on *gender* approaches and programmes of SWAC Members and partners
- Sharing best practices
- Build gender advocacy from the work of the Secretariat.

110. The group will meet annually in the margins of the SWAC Strategy and Policy Group meeting.

5.3.2. “Concertations sahéliennes”

(Note: this activity is subject to a voluntary contribution from the French Development Agency)

111. The Sahelian consultations constitute an experimental platform for reflection and dialogue for Sahelians who wish to rethink the complex equation of the future of development, while taking into account the realities of the region. These consultations are in line with previous foresight exercises, such as “*The Sahel facing the future: growing dependence or structural transformation*” conducted by the SWAC and the CILSS at the end of the 1980s or the “*Sahel 21*” process conducted by the CILSS at the end of the

1990s. Lessons will be drawn from these previous experiences. This foresight exercise enabling broad thinking and opportunities to develop proposals (civil society, researchers, professional organisations, think tanks) to formulate what the Sahel could look like in 2040 based on an examination of current realities and their likely evolution.

112. This dialogue – carried out exclusively between Sahelians – will be structured around three axes: territories, vulnerabilities, and societies. It will be based on a set of fact sheets covering all the probable factors for the future of the Sahel (demography, urbanisation, State resources, cross-border dynamics, climate and environment, food economy, informal sector, etc.) These fact sheets will be drawn up by the SWAC Secretariat on the basis of its current and past work.

113. Bringing together some thirty participants, the meeting will be structured into several interviews focusing on the free expression of participants. Over two days, there will be a succession of contributions, confrontations, analyses and testimonials from idea bearers and practitioners or operators involved in the Sahel countries in the broadest sense of the term. The SWAC Honorary President will moderate the discussion; his dual status as head of the African Union Development Agency and former political leader of a Sahelian country gives him the legitimacy and authority to oversee the debate.

114. A written summary of the consultations will be produced, with forward-looking messages sent to all participants. After receiving the comments and contributions requested, a campaign to disseminate the main proposals will be launched through the think tanks, research centres, leading figures and representatives of civil society involved, in particular to national and regional political decision-makers and their international partners.

115. Filmed and/or radio interviews conducted in conjunction with the consultations and in partnership with the local, national, regional and/or international press could give rise to a web documentary.

116. Following the consultations, the SWAC Secretariat will play an advocacy role by disseminating its findings to all stakeholders, including regional policy-makers, technical and financial partners and the general public. The Secretariat could also support an initiative to continue this Sahelian dialogue, if stakeholders gathered and SWAC Members so wish.

5.4. Results and Indicators

117. These elements will be provided at later stage.

6 Budget

Cost of the work programme

118. The total estimated cost (TEC) for the implementation of the 2021-22 Programme of Work is EUR 9 169 000 (Table 1).

Table 1. Provisional budget 2021-22 (x EUR 1000)

	PWB 2021-22	2021	2022	Total estimated cost	%
1	Regional governance of food and nutrition security	399	439	838	9%
2	Sustainability and resilience of food systems	865	810	1675	18%
3	Cities and territories	1149	1088	2237	24%
4	Securities and borders	975	602	1577	17%
5	Advocacy and policy dialogue	1248	1066	2314	25%
	OECD overheads	263	265	528	6%
	Total	4899	4270	9169	100%

119. The Secretariat draws attention to the fact that the majority of the work on “Sustainability and resilience of food systems” should be financed by a voluntary contribution, currently under discussion, of EUR 2 000 000 from the European Union covering the period of 2021-23. It comes in addition to a carry forward of EUR 975 000 from the European Union’s voluntary contribution covering the period of 2018-20.

120. It also draws attention to the fact that approximately 50% of the “Cities and territories” programme will be financed by a voluntary contribution from Switzerland covering the period of 2020-22.

121. Finally, a voluntary contribution of EUR 220 000 from the French Development Agency has been finalised for “Advocacy and policy dialogue” (Sahelian consultations) covering the period 2020-21.

Potential activities in 2021-22

122. The Secretariat takes a cautious approach to budget execution, as has been the case for the 2019-20 PWB. In view of ECOWAS’ financial difficulties and arrears of contributions due for previous years, and with the agreement of the Members, the SWAC Secretariat will only incur expenditure corresponding to the ECOWAS contribution if the latter is paid.

123. The Secretariat therefore provides Members and partners with potential activities (presented in Annex 3) that, under current resource assumptions, can only be implemented through the receipt of ECOWAS contributions, estimated at a total cost of EUR 600 000 (Table 2).

Table 2. PWB 2021-22 Potential activities (x EUR 1000)

PWB 2021-22 Potential activities included under line 4 of Table 1	2021	2022	Total estimated cost
Trafficking	421	179	600

Resources

124. Members' statutory contributions¹ are estimated at EUR 3 800 000 for the 2021-22 biennium. Statutory contributions are supplemented by contributions from USAID and Canada; voluntary contributions from the European Union, Switzerland and AFD; as well as carry forwards from previous years. The total estimated resources amount to EUR 9 169 000 (Table 3). This estimate includes contributions from ECOWAS for the biennium.

Table 3. Estimated resources 2021-22 (x EUR 1000)

PWB 2021-22	2021	2022	2021-22
Assessed contributions			
Austria	200	200	400
Belgium	200	200	400
ECOWAS	300	300	600
France	200	200	400
Luxembourg	300	300	600
Netherlands (The)	200	200	400
Switzerland	300	300	600
UEMOA	200	200	400
S/Total	1900	1900	3800
Voluntary contributions			
Agence française de développement (New VC)	220		220
Canada (New VC)	297	200	497
Switzerland (VC in hand)	582	578	1160
EU (VC in hand)	960		960
EU (New VC)	200	1012	1212
USAID (New VC)	230	230	460
S/Total	2489	2020	4509
Carryforward (*)	511	349	860
Total	4900	4269	9169

(*) The carryforward does not include the amount of arrears of unpaid ECOWAS contributions for the fiscal year 2019-20, amounting to EUR 450 000

¹ "Base contributions" as specified in the SWAC's mandate

7 Annexes

Annex 1. The Monitoring, Evaluation, Accountability and Learning Framework

Glossary

RBM	Results-Based Management
SPG	Strategy and Policy Group
PWB	Programme of Work and Budget
MEAL	Monitoring-Evaluation-Accountability-Learning
SMART	Specific-Measurable-Achievable-Realistic-Timetable
SWOT	Strengths-Weaknesses-Obstacles-Threats
M&E	Monitoring & Evaluation
ToC	Theory of Change

Table of Contents

- I. Background and rationale
 - An ambition on the verge of becoming reality
 - The requirement to measure effects and impact
 - To better value what our identity is
 - Freeing ourselves from the pitfalls of the "effects hypothesis"
- II. Guiding Principles
 - Sustainably develop an internal M&E culture
 - Being better able to measure our impact
 - Developing better response capabilities for decision making
 - Encouraging active participation of Members
- III. Making ambitions a reality
 - Internal capacity building
 - A functional device for starting the PWB 2021-22

I. Background and rationale

An ambition on the way to becoming a reality

SWAC Members have regularly expressed their wish to see the Secretariat establish a functional system for monitoring and evaluating its results and medium- and long-term impact.

These repeated requests have led the Secretariat to produce in 2019 a first formulation of its results inspired by the RBM methods promoted by *Global Affairs Canada*. Following the presentation of this exercise to the Members at the June 2019 SPG meeting, the Members invited the Secretariat to continue the process initiated.

Since April 2020, the Secretariat has engaged the services of an independent expert with a view to establishing a functional system to assess the medium- and long-term impacts of its work.

The changes required to realise these ambitions go beyond M&E and are intended to fundamentally transform the professional practices of the Secretariat: in terms of corporate communications, management, partnerships, and relations with Members.

The requirement to measure effects and impact

SWAC Members asked the Secretariat to be able to accurately measure the Club's contribution to transforming public policies, improving the effectiveness of all stakeholders and strengthening West African regional cooperation.

This requires mastery of M&E concepts and methodologies, rigorous planning and periodic review of the Club's overall intervention strategy. To this end, it requires conducting exercises based on the Theory of Change (ToC).

It is also by selecting SMART qualitative indicators that the Secretariat will be able to obtain the analytical elements enabling a better understanding of the impact of its action and the processes of change that affect the achievement of its results.

Better value what makes our identity

Evaluating also means doing better justice to the work of the SWAC. On a great many occasions, the Secretariat has been able to produce reliable information and analysis that was sorely lacking in policy. Providing useful information is already influencing public policy, facilitating more effective and responsive decision-making and reducing the empirical and uncertain nature of development programming.

In addition to producing valuable data, the Secretariat also develops innovative methodologies to interpret them. This is also one of the facets of its scope that will need to be better assessed.

The development of the monitoring and evaluation strategy should also help the Secretariat to better communicate those aspects of its work that make its identity and make it unique.

Political dialogue and advocacy actions deserve in-depth reflection. The Secretariat must be able to better understand how these activities influence the sensitivity and opinion of technicians and policy-makers. This assessment should naturally lead the SWAC to make informed decisions to amplify its audience and increase its influence.

Freeing ourselves from the pitfalls of the "effects hypothesis"

The "effects hypothesis" is based on the following three findings:

- The influence exerted by the Club can only be understood over long periods of time – around ten or fifteen years *ad minima* – and remains highly conditioned by a range of uncertainties and externalities that make any impact measurement particularly difficult and difficult to demonstrate;
- The willingness of Members and partners to make use of the analysis and decision support tools provided by the SWAC cannot be predicted. Nor is there any certainty that, if they do use them, these analyses and tools will influence policy makers sufficiently to help transform public policy in a meaningful way;
- The transformation of public policies and the influence exerted on political decision-makers and Technical and Financial Partners (TFPs) are the result of the combined interventions of a multitude of actors – some of whom are positioned on registers quite similar to those of the SWAC. While it is clear that the Club's Secretariat is part of these changes, it is therefore a challenge to objectively measure its precise contribution to them.

Indeed, the extreme complexity of setting up a system capable of measuring the long-term effects and impact of the SWAC is recognized. However, the Club's Members and partners are entitled to expect an analysis of the influence the SWAC exerts. The SWAC Secretariat must therefore design an M&E strategy that is ambitious, prudent and realistic.

II. The guiding principles

Sustainably develop an internal M&E culture

In order to give itself the means to achieve its ambitions, the Club's Secretariat wishes to equip itself with professional standards and rules in line with international standards. This requires a profound transformation in the way program managers look at M&E and to empower them in the development of their tools and procedures. They must therefore be involved at all stages of the process.

To this end, the Secretariat will develop a sustainable M&E culture within its teams. It has therefore been decided that programme managers and analysts will be methodologically accompanied by a specialist during the first 6 months of PWB implementation. This methodological support will involve the transfer of theoretical knowledge and the conduct of practical exercises to help them design, programme and implement their M&E strategy.

The underlying objective is to empower managers and reinforce their conviction that M&E offers an opportunity to reflect on ways to increase the Club's influence on public policies and the regional integration process.

Being better able to measure our impact

This requires first of all an effort to document the impact of the Club's actions on the perceptions and opinions of policy makers; then to assess how these changes in sensitivity influence collective processes and contribute to the transformation of public policies.

This ambition must necessarily be a long-term one. It must be consistent with the SWAC's mandate and general framework for action and its ultimate objectives. It calls for continuous efforts spread over several work programme cycles (PWBs). This implies rigorous monitoring (on regulatory and policy developments and their financial and operational implications) in the areas covered by the work programme. This monitoring must also cover the SWAC's contributions to public policies.

It also requires rigor and consistency in planning M&E activities and in processing and analysing the data collected. To do this, results-based management (RBM) needs to be systematised and internal M&E skills upgraded. This also implies scheduling time for a periodic review of the mechanism on which the impact evaluation is based.

An acceptable compromise must be found between the time that needs to be spent on M&E and programme implementation. Ambitions are high; Secretariat teams are small.

It was therefore decided to take a realistic approach and focus on (a) the most useful results to be documented and (b) analysis of the SWAC's contribution to changes in public policy (contribution analysis).

Developing better response capabilities for decision making

It is also important to better understand how the SWAC influences its audiences; how and to what extent its interventions "make a difference". Lessons learned from this analysis will help to increase this capacity to influence.

The data collected through the M&E system and their analysis will provide useful lessons for improving the SWAC's missions. This will not only enable the continuous improvement of the M&E system but will also allow useful decisions to be made in terms of strategic orientations, work organisation and institutional communication.

Reflection on improving the impact of the SWAC's action should be organised at a frequency and in a manner to be specified.

In the first instance, it should be carried out periodically internally within the Secretariat. It should lead to a better understanding of what is working well and what is not working well and what challenges exist in order to facilitate rapid decision-making. It should include exchange and sharing sessions to facilitate evaluation and learning; especially on cross-cutting objectives such as gender.

Secondly, it should be pursued with the target groups that the Club seeks to influence: Club Members and partners, policy makers, TFPs and researchers. The independent evaluations to be carried out every four years, their feedback to Members and the ensuing debates will be the high points of this collective reflection.

Encouraging active participation of Members

This M&E workshop is a unique opportunity to optimise the relationship between the Secretariat and the Members and partners of the Club.

The M&E system should be able to “personalise” the relationships between the Secretariat and the Members and partners of the Club. A participatory approach will allow for a better understanding of what the latter think of their Club’s work; to check that this is in line with the work programme they have validated; to listen to the recommendations.

This systematic involvement of Members and partners in the M&E system is the cornerstone of the reflection process described above.

III. Making ambitions a reality

Internal capacity building

From April to September 2020, the SWAC team (management and senior analysts) received methodological support from an independent consultant to help the setting up of a functional system for monitoring and evaluating its medium- and long-term results and effects.

A SWOT analysis first sketched out the outlines of the MEAL policy and then clarified the SWAC's strategic intervention framework. In a second phase, group work made it possible to:

- formulate the chains of effects on thematic programmes
- select indicators
- and develop monitoring and evaluation plans.

At the same time, an **electronic resource bank** is being developed. It includes:

- A **glossary** to facilitate the ownership and use of appropriate and harmonised concepts and terminologies in monitoring and evaluation;
- **Methodological sheets** on the tasks of the manager; from the design of the M&E strategy to its planning and implementation. They provide methodological guidance for conducting a professional process and propose practical exercises to improve one's skills in formulating objectives and expected results, selecting relevant indicators and developing an M&E plan;
- A **database of bibliographical references and online methodological resources** that will notably enable those in charge of thematic programmes to conduct exercises on the theory of change (ToC) through practical exercises. These exercises will allow a periodic update of the M&E strategy. The SWAC Secretariat is thus acquiring tools and documentary resources to enhance M&E learning and improve programme management techniques.

A functional device for the start of the next PWB 2021-2022

Conducted in parallel with the formulation of the PWB, the transfer of methodological skills in M&E was planned in such a way that it could strengthen technical learning while fuelling strategic thinking on the thematic programmes. The entire support process was also planned so that programme managers could acquire functional tools and procedures for the launch of the PWB 2021-22.

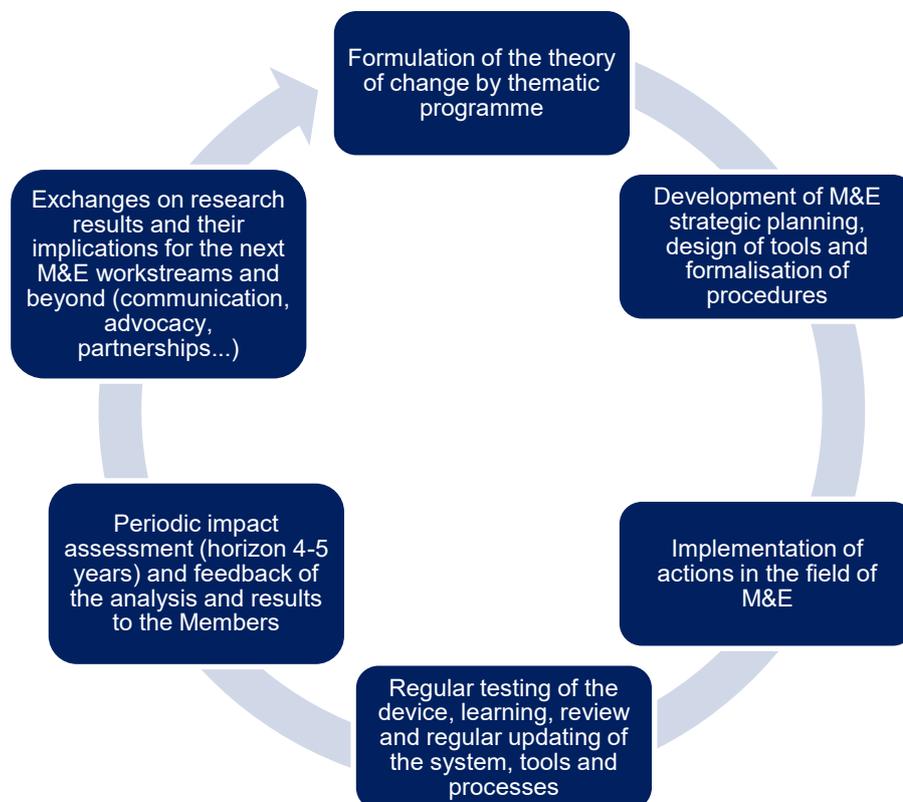
Each thematic programme was the subject of a formulation exercise broken down into three successive stages:

Explanation of the chain of effects. A collective exercise was systematically carried out to reformulate the logical chain, clarify the analysis of the context and the intervention logic of the programme. This exercise paid constant attention to policy dialogue and advocacy. Programme managers endeavoured to carry out this exercise in line with the SWAC's general intervention framework.

The design of M&E plans. The collective reflection exercises led to the selection of relevant indicators and the development of targeted and adapted planning tools. M&E plans for each thematic programme 2021-22 will be made available to Members upon request.

The implementation of the overall strategy. The conditions have been met so that from November 2020, the system will be functional and equipped with tools for collecting qualitative information (questionnaires, multiple choice questionnaire, targeted interviews). During 2021, the system will be tested internally and evaluated. These results and the lessons to be learned will be returned to the Members before the measures proposed to improve it are discussed, amended and validated.

Schematic representation of the process undertaken



Annex 2. Assessing the evolution of gender in the work of the SWAC

Since 2019, the Club's Secretariat is working to provide more gender-sensitive analysis and policy recommendations focused on these issues. The Club must continue this shift in favour of taking better account of women and gender issues in the conduct of its missions. This should be reflected in:

- Increasing the production of dedicated knowledge;
- Demonstrating influence capacities to guide the actions of Members and partners in favour of women's well-being;
- Improving the governance of the dialogue bodies in which the SWAC participates on the principle of gender parity.

In concrete terms, this requires the provision of adequate tools to monitor progress and assess problems.

This framework is consistent with the other tools in the M&E system under development. The indicators dedicated to it complement those selected for the M&E plans associated with the programme of work. It is intended to be participatory and should be discussed with Members to clarify its outline for the work programme 21-22. In this respect, its design, implementation and evaluation should contribute to a more dynamic relationship with Members; including within the framework of the *Sahel/es* working group.

This first draft of the framework must be the subject of internal reflection within the Club in order to reorient and improve it.

<i>OBJECTIVE 1: Development and implementation of strategic orientations sensitive to women and gender resulting from a participatory reflection process conducted with Members</i>	
What should be measured first?	Proposals for indicators
The effectiveness of the SWAC's own vision on women and gender issues	<ul style="list-style-type: none"> - Existence of a renewed "Women & Gender" strategic orientation framework for each PWB - Effectiveness of an M&E system assessing and documenting the results of the strategic orientation framework - Number of interactions developed with Members to design the framework and tools - Existence of a functional working group with Members
<i>OBJECTIVE 2: Operational programming strengthening the production of innovative knowledge on women and gender issues</i>	
What should be measured first?	Proposals for indicators
The SWAC's increasing shift towards the inclusion of gender-sensitive themes/issues in its analyses	<ul style="list-style-type: none"> - % of the number of topics / analyses dedicated to the theme "women & gender" compared to all the analyses produced on the PWB 2020-21 - Rate of variation of gendered analyses between PWB 2019-20 and PWB 2021-22 - Elaboration of a dedicated database (experts, focal points...) - Number of interactions developed with Members (thematic orientations, search for experts, etc.)
<i>OBJECTIVE 3: To better advocate for an effective commitment by Members to better take into account the needs of women in sectoral policies</i>	
What should be measured first?	Proposals for indicators
Better visibility of the Club in the dialogue forums dedicated to these issues	<ul style="list-style-type: none"> - Increased SWAC's participation in dedicated international events - Number of dedicated papers presented at international events - Increase in the number of bibliographic references / references to SWAC's work in research papers
Increasing the awareness of Members and partners to integrate women and gender issues into their policies and strategies and the SWAC's contribution to this process	<ul style="list-style-type: none"> - Number of dedicated policy recommendations induced by SWAC's analytical work and addressed to its Members in the area of women and gender - Perception by Members and partners of the SWAC's capacity to influence the integration of strategic recommendations on women and gender in their policies/strategies
The SWAC's capacity to advocate for greater gender parity in policy dialogue forums	<ul style="list-style-type: none"> - Increased participation of women in the dialogue forums organised by the SWAC Secretariat (target 50%) - Increase in the share of women among the guests taken care of by the SWAC Secretariat (target 50%) - Increase in the share of women in external consultants funded by the SWAC Secretariat
Growing capacities to work towards convergence for² policy dialogue on gender issues and advocacy on gender equality	<ul style="list-style-type: none"> - Increased dedicated collaborations with West African civil society organisations - Increase in the number of collaborations in strategic dialogue with external partners (UN-Women, World Bank, Inter-Agency Group on SDG5, etc.)

² Internal to OECD and external.

Annex 3. Potential activities in 2021-22

Securities, networks and borders

A series of analyses published in the OECD West African Papers series

Insecurities and networks can span different territorial scales, depending on whether the threats have global or local origins. These insecurities sometimes have ancient roots or result from the more recent tangle of violence. The fluidity of borders, which is essential to the development of economic exchanges and migration, also contributes to the fluidity of terrorist networks. The border dimension is therefore key to understanding and proposing response mechanisms and activities. This series of papers proposes avenues for reflection and recommendations based on case studies and a historical analysis of the evolution of the nature and form of conflicts. Localised studies could illustrate the analyses.

The analyses produced will be able to feed into policy decisions and will provide the basis for better coherence between sectoral strategy and public action. The series could include several papers offering analyses from different angles of complementary thematic areas, including local and documented examples. The final document in the series will focus on the formulation of recommendations for action. The series will be accompanied by a webinar or workshop during which authors will present their research and discuss the policy implications of their findings.

These analyses will be carried out with and on the basis of existing research by experts working on or in the region.

Trafficking and regional integration

A series of analyses published in the OECD West African Papers series

While the issue of trafficking is often overshadowed in the media by the violence perpetrated by terrorist groups, its repercussions at the structural level and its devastating effects on the policies, territories and countries of the Sahel are nonetheless considerable. The phenomenon is multifaceted: narcotics from Latin America or North Africa, ivory from East and Central Africa, precious woods and endangered animal species, fake medicines, illegal weapons, human beings along migratory routes. Such trafficking contributes to regional destabilization and economic underperformance, and exacerbates tensions. What place does the fight against trafficking occupy in national and regional strategies? What is the impact of persistent trafficking activity on the development of the region?

The analyses produced will be able to feed into policy decisions and will provide the basis for better coherence between sectoral strategy and public action. A series could include several papers offering analyses from different angles of complementary thematic areas, including local and documented examples. The final document in the series will focus on the formulation of recommendations for action. This series will be accompanied by a webinar or workshop where authors will present their research and discuss the policy implications of their findings.

These analyses will be carried out with and on the basis of existing research by experts working on or in the region.