



ECOWAS COMMISSION



MACROECONOMIC POLICY DEPARTMENT
ECOWAS COMMUNITY DEVELOPMENT PROGRAMME UNIT

REGIONAL DOCUMENT OF ECOWAS COMMUNITY DEVELOPMENT PROGRAMME (CDP)

**SYNTHESIS REPORT
OF THE CDP REGIONAL DOCUMENT**

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ACRONYMS

ABN :	Niger Basin Authority
ACBF :	Africa Capacity Building Foundation
ACMAD :	African Centre of Meteorological Applications to Development
ACP :	Africa – Caribbeans – Pacific countries
ACPC	African Centre on Climate Policy
ACPN :	NEPAD Coordination and Planning Agency
ADB:	African Development Bank
ADF:	African Development Fund
AFAO :	Network of West African Women’s Associations
AFD :	French Development Agencies
AFRISTAT:	Economic and Statistical Observatory in Sub-Saharan Africa
AGRHYMET	AGRHYMET Regional Centre
AICD:	Africa Infrastructure Country Diagnostic
ALG:	Liptako Gourma Authority
APRM	African Peer Review Mechanism
ASECNA	Agency for Air Navigation Safety in Africa and Madagascar
ASF:	African Solidarity Fund
AU	African Union
AUC:	African Union Commission
BADEA:	Arab Bank for Economic Development in Africa
BAU:	Business As Usual
BCEAO:	Central Bank of West African States
BOAD:	West African Development Bank
BRVM:	Regional Stock Exchange
CCGTEC:	Joint ECOWAS-UEMOA Committee for the Management of the Common External Tariff
CCRE:	Water Resource Coordination Centre
CDJS :	Youth and Sports Development Centre
CDP :	Community Development Programme
CDPA :	ECOWAS CDP T21 Aggregate Model
CDP-NCs :	CDP -National Committees
CET	Common External Tariff
CGEM:	Computable General Equilibrium Model
CGIAR	Consultative Group on International Agricultural Research

CIDA :	Canadian International Development Agency
CILSS:	Permanent Inter-State Committee on Drought Control in the Sahel
CRES :	Consortium for Economic and Social Research
CSO :	Civil Society Organisation
DANIDA:	Danish Agency for International Development
DENARP:	traduction en portugais du Poverty Reduction Strategy Document [Portuguese translation of acronym]
DFID:	Department for International Development of Great Britain
DRBM:	Development Results-Based Management
DRI	Development Research Institute
EARP :	Economic Adjustment and Recovery Programme
EBA	Everything But Arms
EBID:	ECOWAS Bank for Investment and Development
ECA :	Economic Commission for Africa (United Nations)
ECOPOST:	ECOWAS Regional Policy on Science and Technology
ECOSTAT:	ECOWAS Economic Database
ECOWAP:	ECOWAS Common Agricultural Policy
ECOWAS:	Economic Community of West African States
ECREEE:	ECOWAS Regional Centre for Renewable Energy and Energy Efficiency
EDF:	European Development Fund
EEEAO:	Specialised Organ for the Exchange of Electrical Energy in West Africa
EGDC:	ECOWAS Gender Development Centre
EIA:	US Energy Information Administration
EIB	European Investment Bank
EPA	Economic Partnership Agreement
ERERA:	ECOWAS Regional Electricity Regulatory Authority
ERNWCA:	Educational Research Network for West and Central Africa
ESF:	ECOWAS Stand-by Force
ETLS:	ECOWAS Trade Liberalization Scheme
EU:	European Union
FAIAO:	Federation of West African Industrial Associations
FAO:	Food and Agriculture Organisation
FEFA:	Federation of Women Entrepreneurs and Business of ECOWAS
FETP:	Financial Economic and Technical Partner
FEPAWAS	Association of Agencies for Investment Promotion in West African States
FGEF	French Global Environmental Facility

FEWACCI:	Federation of West African Chambers of Commerce and Industry
FWAEA:	Federation of West African Employers' Associations
GATS:	General Agreement on the Trade in Services
GDI :	Gender Development Index
GDP:	Gross Domestic Product
GER	Gross Enrolment Rate
GIABA :	Inter-Governmental Action Group against Money Laundering in West Africa
GPRSD:	Growth and Poverty Reduction Document
GSP	Generalised System of Preferences
GTZ:	German Technical Cooperation
HCR	High Commission for Refugees
HDI:	Human Development Index
HIPC:	Highly Indebted Poor Countries Initiative
ICT	Information and Communications Technology
IDA:	International Development Association
IDB	Inter-American Development Bank / Islamic Development Bank
IDRC:	International Development Research Centre
IFAD:	International Fund for Agricultural Development
IFC:	International Finance Corporation
IFPRI:	International Food Programme
IGOs :	Inter-Governmental Organisations
IMF:	International Monetary Fund
INSAH:	Sahel Institute
ITC:	Internal Technical Committee for the CDP
MDGs:	Millennium Development Goals
MGP	Main Guidelines of the Plan
MI:	Millennium Institute
MNLA:	National Movement for the Liberation of the Azawad
MRU:	Mano River Union
MTEF :	Medium Term Expenditure Framework
NCCs:	National Coordination Committees
NCM:	Nigerian Capital Market
NDP:	National Development Plan
NDS:	National Development Strategy
NEEDS	National Economic Empowerment and Development Strategy of Nigeria
NEPAD:	New Partnership for Africa's Development

NEPCs :	National Economic Policy Committees
NIP:	NV20 : 2020 Strategy Implementation Plan, Nigeria
NRS:	National Recovery Strategy
NSAs:	Non-State Actors
OAU:	Organization of African Unity
OECD:	Organization for Economic Cooperation and Development
OMVG:	Organisation for the Development of the Gambia River
OMVS:	Organisation for the Development of the Senegal River
PA:	Priority Area
PAEC:	ECOWAS Platform of Export Stakeholders
PAGE:	Programme for the Acceleration of Growth and Employment
PAP:	Priority Action Plan
PAPED:	EPA Development Programme
PDH :	Plesiochronous Digital Hierarchy
PER :	UEMOA Regional Economic Programme
PICAO:	West African Common Industrial Policy
PIDA:	Programme for Infrastructural Development in Africa
PIP:	Region-wide Development Programmes
PRGS:	Poverty Reduction Growth Strategy
PRSP:	Poverty Reduction Strategy Paper
PPDU:	Project Preparation and Development Unit of ECOWAS
POOL FUND:	Group of ECOWAS Financial Partners
RCC:	Regional Consultative Committee
REC :	Regional Economic Community
RPRSD:	Regional Poverty Reduction Strategy Document
RECTAS:	Regional Centre for Training in Aerospace Surveys
RBM :	Results-Based Management
ROPFA:	Network of West African Agricultural Farmer and Producer Organizations
RROA:	West African Research Network
RRPSAOC:	Social Policy Research Network for West and Central Africa
SAM:	Social Accounting Matrix
SCADD:	Accelerated Growth and Sustainable Development Strategy
SDH:	Synchronous Digital Hierarchy
TFP:	Technical and Financial Partner

TWRM:	Trans-boundary Water Resource Management
T21	« Threshold 21 » Model
UEMOA	West African Economic and Monetary Union
UMOA	West African Monetary Union
UN:	United Nations
UNDP:	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organisation
USAID:	United States Agency for International Development
WACSO	Federation of West African Civil Society Organizations
WABA:	West African Bankers' Association
WAHO :	West African Health Organization
WAMA	West African Monetary Agency
WAMI:	West African Monetary Institute
WAMZ	West African Monetary Zone
WAPP	West African Power Pool
WARA:	West African Research Association
WATU	West African Tourism Union
WEF	World Environment Fund
WECARD	West and Central African Council for Agricultural Research and Development
WDI:	World Development Indicator
WTO	World Trade Organisation

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INTRODUCTION

Thirty-nine years after its creation, the Economic Community of West African States (ECOWAS) has made significant progress in various areas of regional integration, especially in peace and security, in free movement of goods, capital, services and people. The Organization has also made significant progress in the harmonization of macroeconomic policies, the adoption and implementation of the common agricultural policy, the formulation of a common regional framework for the Economic Partnership Agreements (EPA) with the European Union. However, despite these results, the region still faces a high level of poverty and the persistence of obstacles to achieving an economic community, which is the main objective of ECOWAS.

The adoption of the new ECOWAS Vision 2020 with the slogan “Moving ECOWAS from an ECOWAS of States to an ECOWAS of Peoples” aims, among others, to meet this challenge. A major instrument for the actualization of this vision is the formulation of an ECOWAS Community Development Programme (CDP), which is supposed to be a consistent long-term development strategy for the ECOWAS region, through the identification of a compact of priority projects to be implemented.

The formulation process of this programme adopted an inclusive and participatory approach. The main regional development actors were involved: Government Agencies, Intergovernmental Organisations (IGOs) operating within the region, including the ECOWAS Commission, Non State Actors (Civil Society, Private Sector and Research).

Thus, this Regional CDP document is the result of a long but necessary process that took into account input and contributions from all these actors. This Summary Report therefore highlights some of the salient points of the three volumes of the CDP Regional Document.

I. DIAGNOSIS AND STRATEGIC ORIENTATIONS

1.1 Diagnosis of Development and Regional Integration in West Africa

The adoption of the Vision 2020 and the CDP formulation constitute a response to the challenges highlighted by the diagnosis of development and integration of the region. This diagnosis is centred around the analysis of changes occurring in the international environment, the political and socio-economic profile of the region, the analytical review of the various development initiatives implemented or being formulated as well as the role of actors engaged in the region. This diagnosis points out the major challenges for which the region should address through the implementation of the CDP.

1.1.1. An International Environment with both Uncertainties and Opportunities

West Africa is evolving in an international environment, which is undergoing rapid and profound changes. These multifaceted crises, mainly socio-political, security, food security, economic and financial, which shook the world over the last few years, were more or less felt by the ECOWAS region. In particular, the food crisis of 2008 caused inflationary pressures in most countries in the region.

Other challenges in the international context for West Africa are related to on-going changes in the area of development cooperation and trade. Indeed, the region needs to provide a response in line with the guidelines adopted by the international community to strengthen aid effectiveness through harmonization of rules and practices and alignment of donor interventions on priorities and needs of recipient countries.

1.1.2. Regional Development Context

The analysis of the regional development context is centred on the examination of the political and socio-economic profile of the West African region.

1.1.2.1 Political and Security Situation of West Africa: Regional Political Instability heightened by Recurrent Conflicts

The political and institutional environment of West African States has experienced over the past three decades, long and bloody conflicts as well as situations of instability more or less pronounced, especially in Liberia, Sierra Leone, Guinea Bissau, Cote d'Ivoire, Niger, Guinea, and more recently in Mali.

Despite these challenges and uncertainties, as well as the relative fragility of the socio-political situation, West Africa has made significant progress in promoting and creating environment of peace, security and democratic accession to power. These political developments, seen from the « war versus peace » or the « instability versus stability » perspectives, obviously have a negative or positive effect on economic performance and human development social indicators of the Countries of the region.

1.1.2.2 Human Development and Social Progress

West Africa continues to show poor performance in terms of social and human development indicators, with the relative deterioration of health status, education, employment, etc.

▪ Multifaceted Poverty

Widespread poverty is a major challenge for the West Africa region¹. Indeed, ECOWAS presents an overall poverty rate of nearly 60% against 46% for Sub-Saharan Africa² and an average income per capita of \$867 in 2009³.

¹ African Development Bank: "Strategy Paper for regional integration in West Africa", 2011

² Regional RPRSP Data, 2006.

³ African Development Bank: "Strategy Paper for regional integration in West Africa", 2011.

Poverty is basically a rural phenomenon in the region, with nearly three-fourths of poor people concentrated in the countryside. It mainly affects women and children. However, its social and geographical distribution has been gradually taking another shape over the last few years, particularly with the appearance of urban poverty whose growth is keeping pace with the trend of the movement of the people from the villages to the cities. Estimates project the predominance of urban poverty over rural poverty by 2020⁴.

▪ **A High Population Growth driven by Strong Growth of the Young Population**

West Africa's population witnessed strong growth over the last few years, increasing from 70 million to nearly 300 million inhabitants between 1950 and 2010. Today, it represents nearly 40% of the population of sub-Saharan Africa. According to the projections of the United Nations, the population of West Africa should reach between 550 and 600 million by 2050. It is the youngest region of the world. In 2005, nearly 45% of the population was less than 15 years old and two-thirds was less than 25 years old. By 2050, nearly half of the population, that is about 300 million people, will be less than 25 years old⁵.

The increase in population will heighten demand for employment, social services in the areas of health, education and care for the elderly, as well as create pressure on the environment. However, it could also open a window of opportunity or demographic dividend through the formation of an intensive and productive human capital by investments in health, human capital, education, and in basic socioeconomic infrastructures.

▪ **Health: Relative but Inadequate Progress**

Access to affordable and quality health care is a major challenge for the people of West Africa. Efforts made in the last decades have relatively improved health indicators. Infant mortality rate decreased from 99 deaths for 1000 births in 1990 to 71 deaths in 2010, in the whole African continent, equivalent to 28.3 % decrease. For ECOWAS Member States, the reduction is slightly below the African average, with an estimated 30% decrease.

With regard to life expectancy, the average figure was 55 years in 2009 for ECOWAS countries, slightly higher than the average of sub-Saharan Africa estimated at 52.5 years, but still far below the average for high HDI countries, which is 73 years⁶.

On the issue of HIV/AIDS, 7.2 million of West Africans were infected⁷. Most Countries, however, have made remarkable progress in reducing the prevalence of HIV/AIDS (15-24 years)

▪ **Education: Encouraging Growth in the Primary Enrolment Rate. However, Programmes and Training Schemes are still not suited to the Needs of the Economic Sectors.**

Considerable efforts have been made to improve the enrolment rate in West Africa. The gross enrolment rate increased overall in the region, with an average jump of thirty nine (39) percentage points between 1990 and 2010.

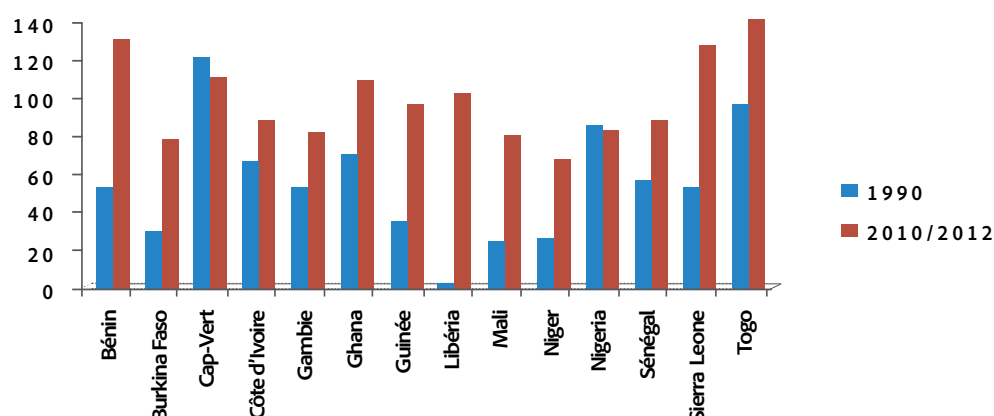
4 OECD "Report on West Africa", Club du Sahel, 2008.

5 Diallo, M. "Integration and security challenge in West Africa", Institute of Political and Strategic Studies, IEPS, 2011.

6 African Development Indicators, World Bank, 2011.

7 AfDB, 2012

Graph 1: Gross enrolment ratio, 1990 and 2010/2012



Source : ECA-BSR/WA, 2013

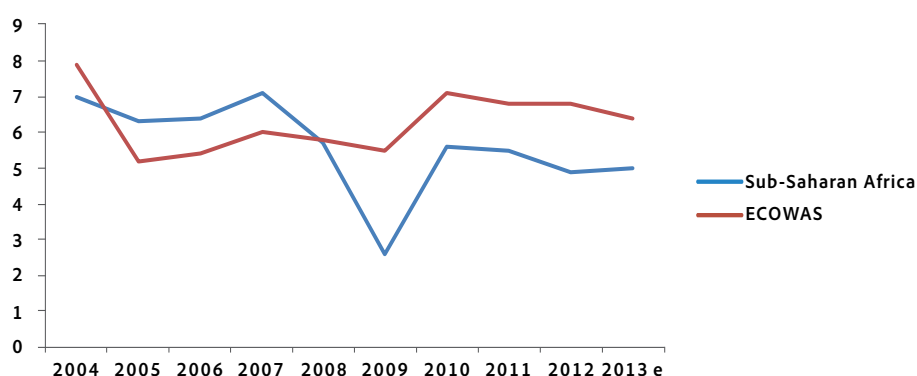
1.1.2.3 Economic and Financial Situation

In spite of the various economic and financial crises which occurred in the last few years, the West African economy showed a favourable overall economic growth profile, although the levels of progression remain limited vis-à-vis the 7% minimum required to significantly reduce poverty in the long term.

▪ Macroeconomic Performances

For the past six years, the ECOWAS region has performed better compared to the rest of Sub-Saharan Africa. Indeed, over the period 2008 - 2013, growth in real GDP of ECOWAS remained far above that of Sub-Saharan Africa (see Graph 2).

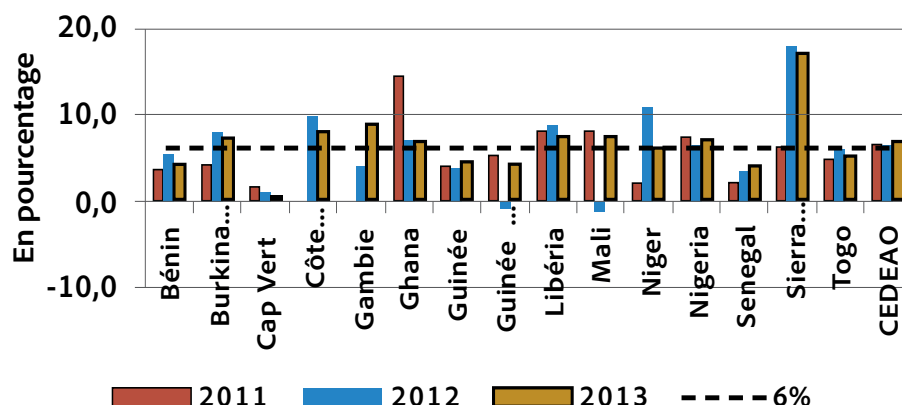
Graph 2: Trend of Real GDP within ECOWAS and Sub-Sahara Africa over the period 2004-13



Source: Computation based on data from Economic Prospects in Africa, October 2013, IMF.

However, recent favourable trend of the regional economy masks a disparity between individual Members states (see Graph 3).

Graph 3: Recent trend in the real GDP growth rate of ECOWAS Member States



Sources: Annual Report 2012, ECOWAS

According to the 2012 ECOWAS Annual Report, most Member States of the Community would experience an increase in activity. Growth would increase in 2012 to 6.6%, especially under the leadership of Nigeria and new oil and mineral resources producers (Ghana, Niger, Sierra Leone and Liberia) and the revival in activity in countries such as Côte d'Ivoire. It would be around 7% in 2013 thanks to the effective exploitation of new mineral deposits and oil in some countries and under the assumption of a gradual recovery in global demand for raw materials.

In terms of other macroeconomic aggregates, it should be noted that inflationary pressures were contained in most countries, with the exception of Nigeria, Mali, Benin and Burkina Faso.

Notwithstanding a sharp upturn in economic growth and a reduction in inflationary pressures, deterioration was noted in fiscal and external balances, rise in outstanding debt and difficulties in meeting the convergence criteria.

Overall, the performances of the Member States in terms of macroeconomic convergence have generally deteriorated. Only three (3) Member States have improved their performance by complying with more criteria than in 2011. This is Cape Verde and Côte d'Ivoire with one additional criterion and Guinea with three additional criteria. The number of criteria met did not change in Guinea-Bissau, Liberia and Mali.

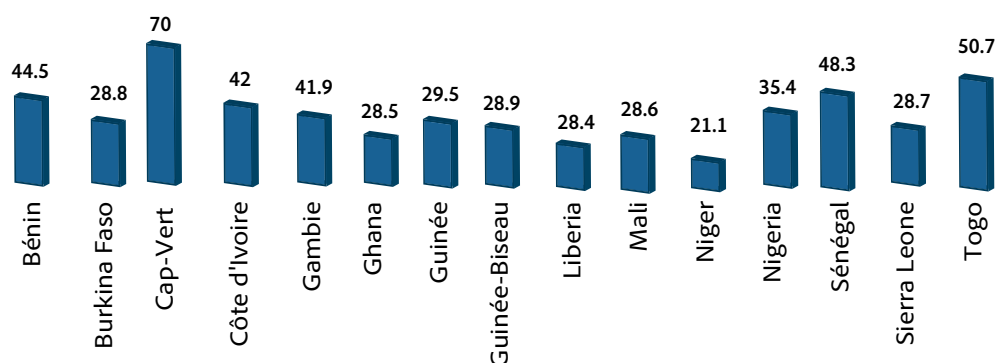
Trade: An extroverted Structure, a low Intra-Regional Trade and a high concentration around a limited number of Countries

Total ECOWAS trade has increased by an average of 18% per year between 2005 and 2010, dominated by mining (oil resources, iron, bauxite, manganese, gold, etc.), agriculture (coffee, cocoa, cotton, rubber, fruits) and other products marketed within the region (dry cereals, roots and tubers, livestock products), etc. Nigeria, Côte d'Ivoire, Ghana and Senegal concentrate 87% of this trade, with 79% of regional imports (U.S. \$55,520 million per year) and 94% of exports and re-exports (U.S. \$77,792 million per year).

Money and Finance

The financial sector of the ECOWAS Zone remains relatively under-developed, in spite of efforts made by the Member States to further improve and deepen it in the last five years.. The ECOWAS Zone does not meet international and even African standards, with a ratio of money supply over GDP of about 30% in 2011. However, some progress was made by Cape Verde (70%), Togo (50.7%), and Senegal (48.3%). Nigeria, which accounts for more than 60% of the Zone's production, only managed a ratio of 35.4%.

Graph 4: Distribution of ECOWAS Countries according to Financial Deepening Ratio, 2011(M2/as a % of GDP)



Sources: African Development Bank, Department of Statistics, 2011

The establishment of a monetary union is one of the priorities retained in the treaty as the completion of the introduction of the common market. Whereas UMOA is an experience of a common monetary institution for eight countries, the ECOWAS Zone continues to have eight different currencies in circulation. This situation continues to make the introduction of the single currency as one of the main objectives of the Community in the area of monetary integration.

1.1.2.4 Sectoral Performance

■ Infrastructure

The effect of infrastructure on economic growth is transmitted through the expansion of market size, economies of scale and synergy induced by infrastructures between different sectors within national economies and between the Countries of the region.

➤ At the Level of transport Sector infrastructure

West Africa is facing serious challenges in the area of transport infrastructure, including road, rail, air, sea and river transport. More than 90% of the movement of freight and passengers still takes place by road. In spite of the quasi-exclusive predominance of this mode of transport, the Countries of the ECOWAS region still remain under-equipped in terms of road infrastructure. In fact, the region only has about 4.7 km of road per 100 km², which is lower than the average of 6.8km for the entire African continent.

The total length of West Africa's rail network is 10,188km, comprising 12 national networks, six of which are for sub-regional use. With regard to air transport, there is a lack of capacity to meet an ever growing domestic demand. Relative to air transport, there is a lack of capacity to meet an ever growing domestic demand. In the area of marine and river transport, the West African sub-region has about twenty sea ports and a river network made up of three main rivers: Gambia, Niger and Senegal.

➤ At the Level of Energy Sector infrastructure

West Africa has one of the significant energy potentials in Africa, with 30% of the proven crude oil reserves (3.017 million tons) and 3.581 million m³ of natural gas, i.e. 31% of the continent's proven reserves. Mention should also be made of a hydro-electrical potential estimated at 23, 900 MW and possibilities for the development of solar and wind energy. However, the energy sector is facing serious difficulties both linked to weaknesses in the production capacity and the dilapidated state of distribution infrastructure. Thus, it appears that the total installed generation capacity in West Africa was estimated at 10,261 MW in 2005, i.e. a thermal component of 6,133 MW and a hydroelectric component of 4.128 MW.

Moreover, less than 30% of West Africa's population has direct access to electricity; and this proportion only stands at 6% in the rural areas. On the basis of the demand for electricity in 2003 (close to 6,500 MW), it is expected that demand will increase at a rate of about 7.6% until 2020. Peak demand will, therefore, exceed 22,000 MW. The big gap between energy supply and expected demand make the energy problem more severe in the absence of additional investments.

➤ **At the Level of Telecommunications Infrastructure**

The telecommunications and information and communication technology sector has witnessed appreciable transformation and development within ECOWAS over the last few years. The development of telecommunications infrastructure within ECOWAS finds expression in the introduction of new technologies and new services, particularly fibre optics as a transmission medium in the networks, the SDH (Synchronous Digital Hierarchy) technology which is more flexible than the PDH (Plesiochronous Digital Hierarchy) the GSM services, the RNIS, Wi-Fi and ADSL broadband services in certain Countries, etc. Overall, economic infrastructure is characterized by their poor state and lack of competitiveness.

▪ **Agriculture, Natural Resources and Environment**

➤ **Agriculture and Food Security: A Vital Sector with poorly exploited Potentials.**

Agriculture employs more than 60% of the active population of the region, even though wages and salaries remain low, in comparison with the other sectors of the region. About 80% of the food needs of the population are met by production at the regional level. Agriculture in West Africa is, however, characterized by extreme heterogeneity. The diverse national situations indeed constitute both a challenge and an opportunity for the region. The region has more than 236 million hectares of farm land. Out of this, only 24% is put under cultivation each year. Out of a surface area of 132 million hectares of grazing land, only 25.9% is used.

Furthermore, from the viewpoint of key agricultural sector performance indicators, in spite of a relatively large contribution to the regional GDP at an average rate of 35% against 15.8% and 19% for Sub-Sahara Africa and South-East Asia, agricultural development in ECOWAS is low. So, the region has the lowest levels of fertiliser use (7.8 kg per hectare as against 11.4kg and 133.3 kg for Sub-Saharan Africa and South-East Asia, respectively) and a relatively high food dependency rate (17.7% against 11.7% and 7.3% for Sub-Saharan Africa and South-East Asia).

Table 1 : Comparison of Key Agriculture Indicators for ECOWAS

Country	Agriculture Value Added (%)	Cereal Yields	Kg of Fertiliser /Ha	Share of food products in the Total Import	Agriculture Production / pers Kg	% Rural Population
Benin	33.7	1,157	4.3	25.1	148	59.9
Burkina Faso	33.8	1,006	9.9	17.4	241	81.6
Cape Verde	9.6	329	-	29.6	21	42.7
Côte d'Ivoire	24.1	1,757	23.6	19.3	76	53.2
The Gambia	25.7	1,084	7.8	35.7	145	46.3
Ghana	35.0	1,434	9.8	15.5	95	52.2
Guinea	21.8	1,489	1.0	20.2	254	66.9
Guinea Bissau	55.0	1,342	-	50.8	139	70.3
Liberia	-	1,180	-	-	56	42.0
Mali	37.4	1,140	12.9	15.1	283	69.4

Country	Agriculture Value Added (%)	Cereal Yields	Kg of Fertiliser /Ha	Share of food products in the Total Import	Agriculture Production / pers Kg	% Rural Population
Niger	39.3	415	0.4	29.8	275	83.6
Nigeria	37.2	1,383	6.0	16.3	171	53.8
Senegal	16.6	981	7.0	25.7	115	58.3
Sierra Leone	49.4	1,193	-	27.6	129	63.1
Togo	38.6	1,141	5.6	18.0	161	60.1
ECOWAS	35.3	1,247	7.8	17.7	169	58.4
Sub-Saharan Africa	15.8	1,203	11.4	11.7	138	65.0
South Asia	19.9	2,548	133.3	7.3	218	71.3
World	3.1	3,307	117.0	7.1	347	51.4

Source: World Development Indicators (WDI), 2011.

▪ **Environment and natural resources : a capital for growth and sustainable development**

The earnings from natural resources of the region can be an important engine for growth and sustainable development. In addition to the diversity of climatic zones, the long coastline, the generally abundant and under-utilised water resources as well as the rich but hardly explored sub-soil are some of the major assets. At the local level, these natural resources provide livelihood for majority of the population, particularly for the poorest people just as it pertains in most of the low-income countries. At the global level, the renewable natural resources of the region are also part of global issues, especially in the field of the environment. This opens great opportunities for the region in the area of the green economy.

▪ **Industrial sector : still very low contribution to regional wealth creation**

The West African secondary sector (manufacturing industry, mines, energy and the construction industry) employs between 2% and 10% of the working population depending on the countries. However, the share of manufacturing industry in the creation of value added of this secondary sector is low. This poor contribution of the manufacturing industry is an indication of the low value addition to the natural resources of the region, in particular to agricultural products.

The overall situation in the ECOWAS countries shows that many aspects of manufacturing activities face serious competition from imports. In many Countries, poor infrastructure, notably in the area of electricity supply, high interest rates, and to some extent, worsening business climate, have combined to hinder the performance of the industrial sector.

1.1.3. Integration and regional development stakeholders

The Member States, IGOs, non-State actors and development partners are the main stakeholders engaged in integration and development in the ECOWAS region.

1.1.3.1 Member States

ECOWAS, like other IGOs in the Community, was established as a result of the determination of the Member States to pool their efforts together for the creation of a larger integrated body conducive to economic and human develop-

ment. Member States are therefore at the heart of the integration process and they have both rights and obligations. Thus, they are vested with decision-making authority over the management bodies, the budget and the working programme as well as over policies, projects and programmes initiated by ECOWAS through the Authority of Heads of State and Government and the Council of Ministers. In return, Member States assume the financial obligation of collecting a 0.5% community levy based on the value of goods imported from third countries. The amount collected as levy is allocated for the ordinary budget of the Commission and for other Community Institutions.

To ensure greater effectiveness of ECOWAS initiatives and interventions, Decision «C/REC.1/11/82» was taken on ECOWAS National Units which serve as national bridges for ECOWAS actions. The ECOWAS National Units are complemented by or associated with other intermediary bodies to support and facilitate regional integration initiatives. In particular, it is worth noting that National Coordination Committees (NCC)/National Economic Policy Committees (CNPE) were established within the framework of Decision A/DEC17/12/01 on the adoption of a multilateral surveillance mechanism, and more recently, National CDP Committees have been instituted to ensure institutional anchoring of the aforementioned CDP programme.

To speed up the development of the region, Member States have developed different initiatives, from long term vision, medium term planning tools and short term programmes.

Table 2 : Summary of Visions Strategies of ECOWAS Member States

Country	Long term Vision Horizon		Strategy / Medium term Implementing tools	
	Title	Horizon	Title	Horizon/ Period
Benin	BENIN 2025 Alafia	2025	Growth Strategy for Poverty Reduction	2011-2015
Burkina Faso	Vision Burkina 2025	2025	Accelerated Growth Strategy and Sustainable Development (SCADD)	2011-2015
Cape Verde	NEANT		- Main guidelines of the Growth and Poverty Reduction Strategy Document. - National Development Plan	
Côte d'Ivoire	Côte d'Ivoire, Emerging Country by the year 2020	2020	National Development Plan	2012 - 2015
The Gambia	Vision 2020	2020	Programme for Accelerating Growth and Employment (PAGE)	PAGE 1 : 2012-2015 PAGE 2 : 2016-2020
Ghana	Ghana Vision 2020	2020	-Growth and Poverty Reduction Strategy -Poverty Reduction Strategy -Sustainable Growth and Poverty reduction strategy -Ghana Shared Growth and Development Agenda	1996-2000 2003-2005 2006-2009 2010-2013
Guinea Bissau	Djitu Ten : Guinea-Bissau Vision 2025	2025	Poverty Reduction Strategy Document (DENARP)	DENARP 1 :2006-2008 DENARP 2 :2011-2015
Guinea	NEANT		Five Year Plan / Poverty Reduction Strategy Document	Five-Year Plan 2011-1015/ DSRP3 : 2011-2012
Liberia	Liberia Strategic Development Plan	2030	Medium Term National Growth Programme	2012 - 2015
Mali	Mali 2025	2025	Strategic Framework for Poverty Reduction Strategic Framework for Growth and Poverty Reduction	2002-2006 2007 -2011 2012-2017
Niger	Sustainable Development Strategy and Inclusive Growth (SDDCI NIGER)	2035	Economic and Social Development Plan (PDES)	2012 - 2015

Country	Long term Vision Horizon	Strategy / Medium term Implementing tools		
	Title	Horizon	Title	Horizon/ Period
Nigeria	Vision 20: 2020	2020	National Implementation Plan / Transformation Agenda	NIP 1 :2010-2013 NIP 2 : 2014-2017 NIP 3 : 2018-2020
Senegal	Senegal 2035	2035	Social Development Strategy (SNDES)	2013 - 2017
Sierra Leone	Sweet Leone	2025	Poverty Reduction Strategy Document / Agenda for Change	2008 - 2012
Togo	Togo Vision 2030 (formulation process)	2030	Accelerated Growth and Employment Promotion (SCAPE)	2013-2017

Source: Macroeconomic Policy Department / CDP Unit /ECOWAS, August 2011

1.1.2.5 Intergovernmental Organisations (IGOs) : a complex institutional landscape

Currently, there are more than thirty IGOs (including specialized agencies and institutions) which are characterized by a large diversity in terms of their areas of activity and geographical area covered. Among these IGOs, three are directly involved in the economic and monetary integration: ECOWAS, UEMOA and the Mano River Union (MRU).

Table 3 : Distribution of IGOs according to their areas of intervention

Area of intervention	Intergovernmental Organisations (IGOs) and Specialised agencies / Institutions
Agriculture and livestock	OMVS, ALG, AFRICARICE, CILSS, OMVG, ABN, CCRE
Energy and water	ERERA, ECREEE, WAPP
Transport and communications	ASECNA, CAFAC
Finance	BCEAO, FECECE, BOAD, FSA, FAGACE, WABA, WAMA, BRVM, GIABA, WAMI, EBID
Education and research	CAMES, RECTAS, AGRHYMET, INSAH, ACMAD, AFRISTAT, CCDG,
Health and youth	OOAS/WAHO, CDJS
Integration	UFM, ECOWAS, UEMOA

Source : IGO Survey/CRES and Macroeconomic Policy Department / CDP Unit /ECOWAS, 2011.

Each of the ECOWAS Member States belongs to a number of other IGOs in areas which often overlap. The above table indicates that Member States belong to IGOs on a scale ranging between 12 and 26 with an average of 19 per Member State. This multiple affiliation to several organisations explains the relevance of the debate on the respective comparative advantages of IGOs if they are not rationalized.

Table 4 : Number of Intergovernmental Organisations (IGOs) per country

Country	Number of IGOs
Mali	26
Niger	26
Burkina Faso	25
Senegal	25
Benin	22
Côte d'Ivoire	21
Guinea Bissau	21
Togo	20
Guinea Conakry	19
The Gambia	15
Cape Verde	13
Ghana	13
Nigeria	13
Sierra Leone	13
Liberia	12
Average	19

Source: IGO Survey/CRES and Macroeconomic Policy Department / CDP Unit /ECOWAS, 2011.

The trend towards regional groupings is quite noticeable within the countries in the ECOWAS region. While bearing testimony to the commitment for regional integration, the situation must stimulate reflections on the effectiveness of interventions by these organisations and on the consistency of their initiatives.

1.1.3.3 Non-State Players (NSA): a duty to factor in the aspirations of the people

Given the objective of achieving “an ECOWAS of people”, the institutional approach between ECOWAS and the States was complemented by the inclusion of Non-State Players.

▪ Civil Society Organisations (CSOs)

At the regional level, the CSOs have groups which bring on board stakeholders from several countries and they operate in a wide range of fields such as production, human development, peace and security, governance and democracy. It should be noted organizations such as the Network of Farmers' Organisations and Agricultural Producers of West Africa (ROPPA), the Network of Women's Associations in Africa (AFAO), the platform of West Africa civil society on the Cotonou Agreement (POSCAO –AC), West African Bars/Lawyers Association (WABA), the West African Institute for trade and Development (WAITAD) which operates in the field of trade, etc.

These regional networks have made an outstanding contribution to the development and implementation of many key issues of integration. Furthermore, it is important to note the significant contribution of CSOs in the region in the process of formulating the CDP, through awareness and ownership of the programme and project proposals and programmes to integrate into the CDP

▪ Private sector

The development of intra-regional trade, regional industries and community infrastructure cannot be undertaken without the active participation of the private sector. The regional private sector is organised around umbrella structures whose activities extend to all the ECOWAS Member States. Some of these key players are : West African Bankers As-

sociation (WABA), Federation of West African Chambers of Commerce and Industry (FEWACCI), the Federation of Associations of West African Industrialists (FAIAO), the West Africa NEPAD Business Group, the Federation of ECOWAS Women Entrepreneurs and Businesswomen (FEFA), the Federation of Employers' Organisations in West Africa (FO-PAO), the Association of Investment Promotion Agencies in West African States (FEPAWAS), the Association of Road Haulage Transporters of West Africa, the Platform of ECOWAS Exporters and the West African Tourism Union

▪ **Research Sector**

The initial analysis of the research potential reveals low level of development of the research sector. In 2007, the number of researchers FTE (in full-time equivalents) for a million inhabitants was estimated at less than 100 for many of the countries in the region compared to 382 in South Africa, 942 in Botswana and 1588 in Tunisia⁸. These figures show that Sub-Saharan Africa needs to redouble its efforts to achieve the universal standard of 2000 researchers for 1 million inhabitants.

Against this background of enormous challenges in the research sector, the ECOWAS region has taken giant steps for major initiatives. This is particularly, the adoption of a regional sector policy in science and technology as well as a comprehensive research policy, the establishment of the West African Research Institute in 2011 as part of a public-private partnership initiative and the commissioning of an Economic Policy Analysis Unit (EPAU) since the end of 2010.

▪ **Development Partners**

In spite of efforts by the Member States to ensure the payment of 1% community levy by UEMOA countries and 0.5% by ECOWAS countries for financing ECOWAS and UEMOA budgets, the region continues to depend on the contributions of development partners to achieve its economic and social development objectives. This expectation is still more pronounced among the other IGOs and non-State players which do not receive relatively secure funding like the community levy systems.

1.1.3.4. Issues and challenges

The diagnosis above clearly shows the fragile economic base of West African Countries, their marginalization in the world trade and the rise of socio-political instability. In terms of economic integration, progress has been made in recent years and is very encouraging, even though many challenges and issues remain. They include essentially:

▪ **Improving Governance and Transparency**

The challenge of good governance is still an issue which needs to be addressed. Many development experts acknowledge that democracy constitutes an integral part of development. According to the World Bank Report (2012), the majority of countries in the region are ranked among the worst performer in terms of good governance, with the exception of Cape Verde.

▪ **Raising the level of intra-regional trade**

Progress made to date in the development of intra-regional trade and integration of the region in world trade, does not reflect the extent of the objectives set at the outset by the leaders. Indeed, the economies of the region have not experienced the expected development and trade between ECOWAS Member States and have evolved very marginally due to many economic, institutional, administrative and political obstacles, and weak regional productive capacity.

▪ **Enhancing competitiveness**

One of the economic justifications of integration, among others, is to reduce factor costs through economies of scale, a pooling of efforts and the adoption of adequate regulations. However, these costs are relatively high and they are a major constraint to competitiveness of the regional economy.

⁸ The FTE is a measurement of the actual volume of human resources involved in research and development (R&D). It is equal to a person working full-time for a year or several persons working part-time for a very short period corresponding to one person-year.

▪ **Reinforcing the consistency of policies and programmes**

Many on-going projects and programmes even within the ECOWAS Commission or in other IGOs have not always had the expected level of coherence. There is no comprehensive initiative, which serves as the guiding principle and the reference framework for all on-going programmes. Furthermore, the major development programmes are often multi-sectorial in nature and there is the need for better coordination to strengthen their coherence as a whole. It will therefore be pertinent and more productive to work on the comparative advantages of the various IGOs.

▪ **Rehabilitating and promoting long-term planning**

Due to the absence of long-term planning to facilitate regional integration, the region continues to face energy crisis, which is one of the major bottlenecks that undermine the competitiveness of companies and adversely affect the living conditions of households. Yet, planning also helps reinforce the governance and effectiveness of public action. To overcome this shortcoming, the CDP considers the systematic rehabilitation and strengthening of the chain: prospective-planification-programmation-budgeting-implementation-monitoring/evaluation.

1.2. ECOWAS Community Development Programme: Strategic Orientations

In view of the many challenges confronting the region, different guidelines and development strategies have been implemented or are in the process of being formulated both within the Member States and within the West African region. The development of the CDP is a response to both the diagnosis and the rate imposed by the accelerating processes of globalization. The implementation of this collaborative programme could enable the region to meet the challenges and key issues highlighted in the diagnosis.

1.2.1. ECOWAS Vision 2020: A new approach to the challenges of the region

The Conference of Heads of State and Government undertook in 2006 major institutional reforms, including transforming the Executive Secretariat of ECOWAS into a Commission. It continued this process of deepening integration, by adopting in June 2007 in Abuja (Nigeria) Vision 2020, which aims by 2020 to transform ECOWAS from an "ECOWAS of States" to an "ECOWAS of People" in which people are involved in the regional integration process for better ownership and will be at the centre of regional policies and will be the ultimate beneficiaries.

Vision 2020 also has the objective of transforming the ECOWAS space in:

- > an area without borders in which people have access to and are able to exploit its abundant resources through the creation of opportunities through production and sustainable environment;
- > a space in which people conduct their transactions and live in dignity and peace under the rule of law and good governance;
- > an area that is part of the African continental space, a global village where all human beings live in mutual respect, mutual solidarity and fair sharing of spirit.

The ECOWAS Commission has initiated the development of the Regional CDP Document, to outline the medium and long-term development agenda of the region through the identification of a compact priority projects and programmes to be implemented.

1.2.2 Objectives and processes of formulating the CDP

The formulation of the ECOWAS Community Development Programme (CDP) aims at translating the achievement of Vision 2020 into concrete projects within a consistent framework. To this end, the CDP seeks to achieve the following objectives:

1.2.2.1. Objectives of the CDP

▪ **General objective**

The CDP is intended to build a competitive, viable and secure regional economic union with increased participation of the people in the integration process.

▪ **Specific objectives**

- Ensure an effective participation of the people of West Africa in regional integration with a view to guaranteeing them a better ownership of the process;
- Promote a strong economic growth, geared towards employment creation and sustainable development in the ECOWAS region;
- Establish a business friendly environment characterised by good governance, the rule of law peace and security;
- Work eventually towards the creation of a competitive, viable and secure Regional Economic Union with national economies harmoniously integrated at the regional level and fitting seamlessly into the global economy.

1.2.2.2. A consistent, participatory and inclusive formulation process

The CDP establishes a consistent ECOWAS programme framework, in addition to development programmes steered by other institutions of the Region, which programmes include particularly the UEMOA Regional Economic Program (PER) with the involvement of all stakeholders, namely the Member States, the IGOs and Non-State Actors.

▪ **The formulation stages shared and owned by the relevant stakeholders**

The modalities for the formulation of the CDP became the subject of broad consultations with key stakeholders involved in the process. These discussions enabled the Region to validate the formulation process in four stages:

- i) Sensitisation and capacity building;
- ii) Inventory of existing programs and funding;
- iii) Prioritisation, planning and impact assessment;
- iv) Donors' round tables.

1.2.3. Priority Areas and Strategic Axes of the CDP

In their approach, the different stakeholders of the CDP adopted ten strategic axes in February 2009, and later presented them in four priority areas and twelve strategic objectives.

- Priority area 1: Integration of peoples, governance and human development;
- Priority area 2: Deepening of economic integration;
- Priority area 3: Development of infrastructure and wealth creation
- Priority area 4: Cooperation and financing.

Strategic Objectives are developed by Priority Area to guide the implementation of the CDP:

For Priority Area 1 (PA1), the Strategic Objectives are: (i) consolidate or create the conditions for an overall stability of the Region by speeding up the establishment of good institutions (SO1), (ii) change the people into real agents of regional integration and development of the Community (SO2), and (iii) significantly improve overall productivity of the labour factor by focusing on investment at the regional level in a sector as strategic as human development (SO3). For Priority Area 2 (PA2), the Strategic Objectives are : (i) Accelerate the harmonisation of policies, legislation, codes, procedures and practices necessary for the rapid achievement of macroeconomic convergence of the Member States (SO4), (ii) Promote the emergence of a stable and effective regional banking and financial system to enhance the finan-

cing of the economy and guarantee the conditions for strong sustainable growth (SO5), (iii) Accelerate all the reforms earmarked under the program for the creation of a single currency and comply with the calendar for instituting all the mechanisms, instruments and arrangements in order to culminate in the official launch of the single currency by 2020 (SO6).

For Priority Area 3 (PA3), the Strategic Objectives are : (i) improving the competitiveness of the productive sectors of the economies of the region by enhancing regional economic development of quality infrastructure to boost the regional integration process and reinvigorate wealth creation initiatives (SO7), (ii) establish lasting security and food sovereignty through strengthening the modernization of agricultural production systems (SO8), (iii) meet the challenge of development of the industry by promoting endogenous processing of local raw materials and diversification of industrial branches (SO9), (iv) increasing productivity in industries by supporting efforts of research and development and innovation to create new knowledge or enhance existing knowledge (SO10), (v) develop natural resources, strengthen the protection and ensure adaptation to climate change in order to maintain the focus on sustainable development (SO11).

For the Priority Area 4 (PA4), the strategic objective is to support the effective implementation of the priority projects of the CDP through a boosting cooperation and partnerships, resource mobilization and capacity building of human Resources (SO12).

The following table is a summary of the priority Areas, the strategic axes and the priority actions proposed for the realisation of the long term objectives of the CDP development strategy:

Table 5: Priority Areas, Strategic pillars and Priority Actions of the CDP

Priority Areas	Strategic Objectives (SO)	Priority Actions
Priority Area 1 : Integration of peoples, governance and human development	SO1: Governance and Peace	Promotion of good governance and the rule of law Consolidation of Democracy Conflict prevention and resolution Maintenance of peace and collaboration in matters of defence and security
	SO2 : Integration of peoples	Participation and involvement of non-State actors Promotion of official and local languages Promotion of cultural exchanges and dialogue Free movement of persons Promotion of community information media
	SO3 : Human development	Education Health and nutrition Youth and employment Social activities (Sports, leisure, etc.) Gender, etc.
Priority Area 2 : Deepening of economic integration	SO4 : Trade Development	Institutional anchor of ECOWAS enlarged to all sectors of development in the Member States Multilateral surveillance of macroeconomic policies Harmonisation of the business environment (legislation, codes) Tax and customs cooperation and harmonisation Harmonisation of statistics and information systems
	SO5&SO6 : Financial and monetary integration	Promotion of development of financial services (harmonisation of rules and financial practices networking of systems and financial services, promotion of bancarisation, etc.) Integration of sub-regional stock exchanges Creation of the Single Currency

Priority Areas	Strategic Objectives (SO)	Priority Actions
Priority Area 2 : Deepening of economic integration	SO7a : Interconnection of transport infrastructure	<ul style="list-style-type: none"> Connection of all urban centres to the Region Development and interconnection of the road network Development and interconnection of the rail network Development and interconnection of the shipping network Development and interconnection of the air transport network Harmonisation of policies in matters pertaining to road, rail, air transport, sea and port policies
	SO7b : Interconnection of ICT	<ul style="list-style-type: none"> Interconnection, ensuring the reliability and popularisation of the fixed telephone Interconnection of the cell phone (integrated SIM card) Interconnection of fibre optics Popularisation of modern tools of communication Promotion of Regional Radios and Televisions Regulation of the telecommunications sector
	SO7c : Interconnection of energy and water	<ul style="list-style-type: none"> Self-sufficiency in energy Interconnection electricity and production, transmission and distribution networks Interconnection of networks for the production, conveyance and distribution of drinking water regional cooperation in production, distribution of oil and gas Promotion of renewable energy Regulation of the energy sector
Priority Area 3: Infrastructure Development and Wealth Creation	SO8 : Agricultural Development	<ul style="list-style-type: none"> Enhancement of productivity and agricultural production Promotion of food sovereignty Regional Food Security Reserve; Regional offensive for sustainable rice production; Global Alliance for Resilience Initiative - Sahel « AGIR »; Regional Social Safety Net Support Programme Programme to Support Agricultural Intensification and Pastoral Programme to Support the Regulation of West African Markets
	SO9: Industrial Development	<ul style="list-style-type: none"> Promotion of industrial development and harmonisation of standards Interconnection of goods and services markets Promotion of the private sector Development of Trade
	SO10 : Research - development and innovation	<ul style="list-style-type: none"> Establishment of networking among researchers and Research Centres , Universities, Institutions of Higher Learning Promotion of research for development in West Africa Popularisation of research results Establish of system of correspondence and equivalence of degrees Promotion of innovation, science and technology
	SO11 :Climate Change Adaptation	<ul style="list-style-type: none"> Integrated management of natural resources and the environment Capacity building of the Region for adaptation to climate change
Priority Area 4 (PA 4) : Cooperation and financing	SO12 : Cooperation, Partnership, Resource mobilisation, Implementation and M&E	<ul style="list-style-type: none"> Cooperation (South-South, North-South, triangular, etc.) Partnership (public-private partnership, joint ventures, etc.) Mobilisation of internal resources (regional financial institutions and the private sector) Mobilisation of external resources (technical and financial partners) Monitoring and evaluation

Source: Macroeconomic Policy Department / CDP Unit /ECOWAS, August 2011

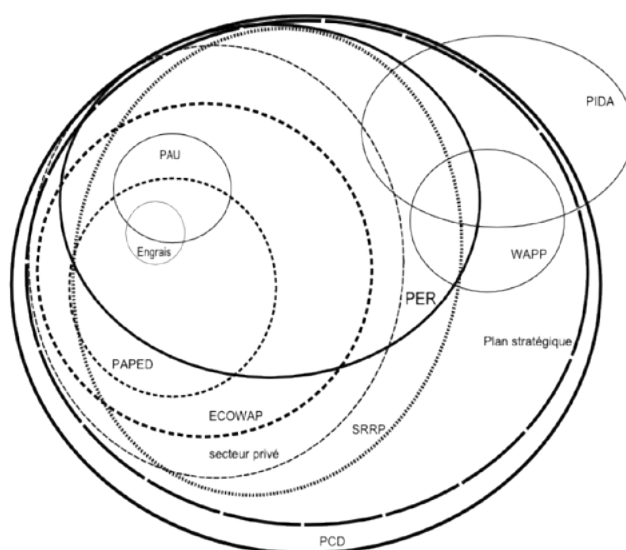
1.2.4 Convergence and consistency of the key regional initiatives

The search for consistency must take place mainly at two levels in order to establish a sustainable regional development strategy:

- coherence of regional policies accompanied by commitments with multilateral partners (WTO, WB, IMF, etc.) and other political and trade unions (European Union...);
- consistency in the region itself through the development and implementation of coordinated and complementary regional sectoral policies in line with national concerns.

One of the characteristics of West Africa, which is also a weakness, is the coexistence of multiple integration institutions that often overlap and compete. Consequently, efforts made by countries of region to meet the challenges they face can succeed if they are consistent. The analysis of consistency with existing regional strategies in the region and in Africa shows that they overlap each other.

Graph 5: Block diagram of comparison of strategies



Source: IGO Survey/CRES and Macroeconomic Policy Department / CDP Unit /ECOWAS, October 2012.

II. PRIORITY PROJECTS AND IMPACT ANALYSIS OF THE CDP

2.1. Inventory and Prioritisation of programmes and projects

One of the key achievements of the formulation process of the CDP is the inventory of existing development programmes and projects of Member States, IGOs and NSAs.

2.1.1 Existing Programmes and projects in West Africa

Although development programmes have been identified with their projects, the level of analysis conducted in the CDP concerns “development project”. Development initiatives considered in the CDP are activities to be implemented at once and not recurrent⁹, with a specified starting and an ending period, and which aim at creating a product or a unique knowledge to overcome the shortcomings, weaknesses and structural problems revealed by the diagnosis of regional development and integration.

Analysis of existing projects collected from Stakeholders

The inventory of existing development programmes and projects in the ECOWAS region is done from several sources: national inventory studies, the regional inventory study that conducted a survey of IGOs, including the Commission and specialized institutions of ECOWAS, as well as projects proposed by NSAs.

The identification of existing development projects with capacity to facilitate the integration of ECOWAS region reveal a total of 1,511 projects, including 669 derived from Member States, 819 from IGOs and Specialised Institutions and 23 from NSAs.

Analysis of existing projects by strategic axis

In terms of distribution of projects by strategic axis, five strategic axes (2, 3, 4, 6 and 8) have 83% of existing projects surveyed, leaving only 17% of projects for the five other strategic axes. The strong predominance of projects in these five strategic axes (2, 3, 4, 6 and 8) reveals strategic choices in terms of investment in the ECOWAS Region.

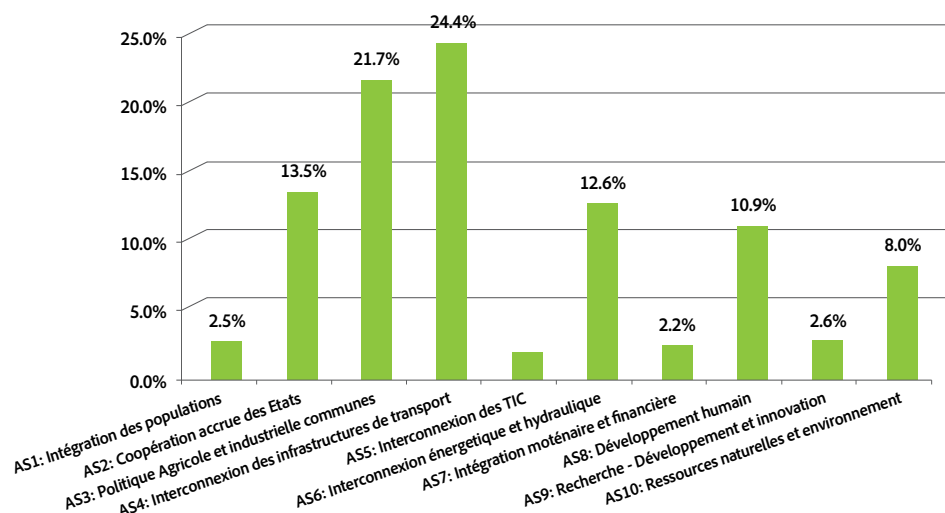
Axis 3 “Common Agricultural and Industrial Policy” covers 21.7% of existing projects. The decision to develop a significant number of projects in the agricultural and industrial sectors responds to the need to meet the basic subsistence needs of the population and to ensure sustainable food security. The priority given to this sector is also justified by the need to develop a sector that accounts for more than 50% of the workforce in the region.

In terms of regional integration, the Community undertook significant reforms to boost projects leading to the customs union, and to economic and monetary union, through projects initiated in the CDP strategic axis 1: “integration of people”, strategic axis 2: “increased cooperation of States” and in strategic axis 7: “monetary and financial integration”. These strategic axes account for 18.2 % of the existing projects in the ECOWAS region

Human development Projects complements all other efforts underway to support the development of the Region. The strategic axis 8: “human development” includes 10.9% of existing projects inventoried. In order to better consolidate economic growth and sustainable development, the Region is involved in the implementation of a significant number of projects in research and development and in environment. Also, the strategic axis 9: “research, development and innovation” and strategic axis 10: “natural resources and environment” absorb respectively 2.6% and 8% of existing projects surveyed (see Graph 6).

⁹ There is a difference between annual activities that fall within the regular operation and continuous structures and those that are only attached to a project and bound by a specified starting and ending period.

Graph 6: Distribution of existing projects by strategic axis



Sources: Regional CDP study, ECOWAS Commission/Macro-economic policy Department/CDP Unit, 2012

Analysis of existing projects by priority area

Analysis of project according to priority area shows a 70.9% concentration of these existing projects in Priority Area 3: “Development of infrastructure and wealth creation”. The configuration in this priority area is due, particularly, to the strong prevalence of projects in the agricultural and industrial sectors (30.6%), and in transport infrastructure interconnections (34.1%), as well as in energy and water supply (17.9%). Priority Area 1: “integration of peoples, governance and human development” and Priority Area 2: “deepening economic integration” account for 17.5% and 11.6% of existing projects, respectively.

2.1.2 Prioritization of existing projects

The list of existing programmes and projects shows several ongoing development initiatives in Member States, in regional institutions and organisations within the ECOWAS sub-region, as well as new initiatives proposed by Non-State Actors. However, a prioritization exercise was later conducted given the need to take into account their level of maturity, the extent of consistency with the objectives of ECOWAS Vision 2020 and their regional character/goal.

Criteria for prioritizing IGOs projects

The selection of projects for the CDP was made on the basis of criteria shared by all stakeholders. Table 6 below presents these criteria with their corresponding indicators.

Table 6: criteria and indicators for prioritizing programmes and projects from IGOs

Criteria	Indicator
Relevance of project in relation to objectives of the axis	Number of strategic axes of CDP covered by the project
	Number of objectives of main axis covered by the project
Integrating nature of the project	Number of beneficiary Countries
	Relation to a regional strategy
Project implementation	Level of project preparation
	Level of Project implementation
Fund Mobilization for the Project	Rate of Mobilisation
Economic Criteria	Internal Profitability Rate
	Economic Return Rate
Social Impact	Number of people impacted by the project
Environmental Impact	Seriousness of environmental impact (non-existent, average, low)
	Avoidance Cost

Sources: Regional CDP study, ECOWAS Commission/Macroeconomic Policy Department/CDP unit, 2012.

Criteria for prioritising national projects of Member States

The selection of national projects of Member States follows a similar pattern to that of IGOs and specialised institutions. As such the criteria and indicators in Table 7 were retained after consultations with Member States.

Table 7: Criteria and indicators selected for ranking in priority order CDP national Projects¹⁰

Criteria	Indicators
Relevance of project in relation to CDP	Number of axes covered by project
	Number of objectives related to project and to one or some CDP axes
Mobilisation of financing for the Project	Rate of mobilisation of financing
	State share in financing (national counterpart)
Status of Project implementation	Level of project preparation
	Level of physical execution of the project
	Level of financial execution of the project

Sources: Regional CDP study, ECOWAS Commission/Macroeconomic policy department/CDP Unit, 2012.

2.1.3 CDP Priority Projects selected to mitigate the challenges of the Region

Three types of projects are distinguished in the CDP: (i) structural reforms projects that do not require an assessment of the level of maturity, (ii) physical investment projects following preparation steps before being submitted for resource mobilization, (iii) Projects to support the operationalization of the CDP. Priority projects of the CDP are presented in Annex.

¹⁰ Value of indicators are provided by national CDP Documents. Countries provided information on each indicator in the national CDP Document. In the event that no information is provided on an indicator for a given project, a 0 score is given to the project. The methodology above is applied to all CDP eligible projects

Structural Reforms Projects

The challenges of strengthening governance and increasing significantly the share of intra -regional trade for the benefit of the region can largely take place through an effective implementation of appropriate structural reforms, driven by a positive manifestation of the political will of decision makers. The majority of CDP reforms are derived from the Medium and Long Term Action Plan (MTAP) of the Strategic Planning directorate of the ECOWAS Commission. This plan includes actions to achieve the integration objectives of the ECOWAS Vision 2020 and part of its funding is directly related to the operating budget of ECOWAS.

Physical Investment Projects

Most of the physical investment projects identified contribute to lower production costs in the Member States, to support sustainable growth and wealth creation, and therefore are intended to enhance the competitiveness of the Region. These projects contribute to the implementation of strategic objectives in the areas of human development, economic infrastructure, agriculture and industry, research and development, innovation and the environment.

Projects to support the operationalization of the CDP

In order to operationalize the implementation of the CDP, tools provided for management and monitoring - evaluation are translated into support projects for the operationalization of the CDP. This is to support coordination activities, building partnerships and ensuring consistency of programmes and projects in the region. It should also support initiatives to mobilize resources in the Region. Strategy for resource mobilization is well integrated into the monitoring mechanism of the CDP.

Distribution of Funding for the CDP Priority Projects

The CDP compact has a total of 242 projects, with 72 promoted by Member States, 161 are proposed by the Intergovernmental Organizations (IGOs) and 9 by Non-State Actors. However, it should be noted that IGOs projects generally benefited at least two Member States and are implemented in each Member State for the portion of the project concerning its territory. For example, an interconnection road project like the modernization of the Abidjan-Lagos corridor proposed by the ECOWAS Commission involves five Member States and each Member State is seeking funding for the implementation of the road section crossing its territory.

The total cost of 242 priority projects amounts to 28.44 billion US dollars, of which \$7.01 billion of US dollars are already mobilized and available. The remaining resources to be mobilized are estimated at 21.43 billion US dollars; that is 75.4 % of total cost. The funding gap identified are expected to finance projects over the period 2014-2018, which represent an average cost of 5.7 billion of US to be mobilized per year for the next 5 years, so as to advance the development of the region and to significantly foster the regional integration process in the context of achieving the 2020 vision of ECOWAS.

Table 8: Total Cost, Available Funding and financing gaps per priority area

Priority Areas (PA)	Number of projects	Cost (mil. USD)	Available Funding	Financing Gap	% Total Finan. Gap	Ratio Gap/Cost
PA 1	30	465.346	16.422	448.924	2.09%	96.47%
PA 2	25	1,307.498	4.558	1,302.940	6.08%	99.65%
PA 3	183	26,665.224	6,988.429	19,676.795	91.81%	73.79%
PA 4	4	2.500	0.000	2.500	0.01%	100.00%
Total	242	28,440.568	7,009.409	21,431.159	100.00%	75.35%

Source: ECOWAS Commission / Macroeconomic Department / CDP Unit 2013.

Overall, the distribution of projects in priority areas shows a strong concentration of projects in the priority area 3: "Infrastructure development and wealth creation", which includes transport infrastructure, ICT, energy and water, agri-

culture, industry, research and development and the environment. This priority area includes 75.6 % of the projects prioritized and absorbs 91.8 % of the funding to be mobilised, while the Priority Area 1: “Integration of populations, governance and human development” and the Priority Area 2: “Deepening of economic integration” are represent 12.4 % and 10.3 %, respectively, of the total CDP priority projects (see Table 7).

A more detailed analysis by strategic objective highlights the predominance of projects related to the deepening of economic integration, projects of economic infrastructure and agricultural projects in the long-term regional development strategy of the CDP over the period under review. Similarly, most of the resources are allocated to the implementation of strategic objectives related to agriculture and infrastructure.

Table 9: Number of projects, costs and funding gaps by strategic objective

Strategic Objectives	Number of projects	Frequency of project	Cost (billion USD)	Financing Gap (billion USD)	% Total Finan. Gap	Ratio Gap/Cost
SO1	10	4.13%	19.610	17.849	0.08%	91.02%
SO2	6	2.48%	36.945	36.945	0.17%	100.00%
SO3	14	5.79%	408.790	394.129	1.84%	96.41%
SO4	12	4.96%	1,109.838	1,105.280	5.16%	99.59%
SO5	6	2.48%	139.100	139.100	0.65%	100.00%
SO6	7	2.89%	58.56036	58.56036	0.27%	100.00%
SO7	92	38.02%	20,390.984	14,154.863	66.05%	69.42%
SO8	63	26.03%	5,192.605	4,586.346	21.40%	88.32%
SO9	8	3.31%	228.680	193.794	0.90%	84.74%
SO10	10	4.13%	317.027	291.043	1.36%	91.80%
SO11	10	4.13%	535.928	450.749	2.10%	84.11%
SO12	4	1.65%	2.500	2.500	0.01%	100.00%
TOTAL	242	100.00%	28,440.568	21,431.159	100.00%	75.35%

Source: ECOWAS Commission / Macroeconomic Department / Unit CDP, 2013.

With a total amount of 20.393 billion US dollars, the cost of economic infrastructure projects, particularly those related to transportation and energy, represent more than two thirds of the overall cost of the CDP (see Table 8 and 9).

Table 10: Costs and financing gaps for Interconnection of Economic Infrastructure

Interconnection of infrastructures	Number pf projects	Cost (billion USD)	Financing Gap (billion USD)	% Total Finan. Gap	Ratio Gap/cost
Road Transport	33	6431.494	5428.856	38.35%	84.41%
Rail Transport	6	2149.384	1643.978	11.61%	76.49%
Air and Sea Transport	9	901.476	500.326	3.53%	55.50%
ICT	4	520.894	484.159	3.42%	92.95%
Energy	40	10390.236	6100.045	43.09%	58.71%
Total	92	20393.484	14157.363	100.00%	69.42%

Source : ECOWAS Commission/Macroeconomic Department/ CDP Unit, 2012.

The empirical analysis of the priority projects of the CDP presented in the second chapter of this volume highlights the impact of priority projects on economic, social and environmental aspects of ECOWAS development.

2.2 Impact Analysis of CDP priority projects

2.2.1. Justification of the Model

ECOWAS Commission has been assigned a mission to address these challenges through its new Vision 2020, adopted in 2007 by the Authority of Heads of State and Government, which aims at transforming the « ECOWAS of States » into an « ECOWAS of people ». This policy shift would result in the promotion of economic integration in all areas of economic activity and a borderless region that derives the maximum benefit from globalisation.

Moreover, to achieve the aforementioned goals, it is essential to strengthen the decision-making capacity of stakeholders with appropriate tools of analysis that take into account the socio-economic and environmental dynamics in the region. In addition, these analytical tools would allow the active participation of all stakeholders for a better appropriation of political decisions and actions envisaged by ECOWAS. It is in this context that the Threshold 21 Model (T21 Model) was adopted as the quantitative tool for impact analysis of the programme. The choice made in respect of the T21 Model is not only justified by the fact that it incorporates a wide range of sectors in the economic, social and environmental fields, but also by its user-friendly and transparent nature. Similarly, this model ensures the consistency of the various sectoral programmes and helps take into account long-term concerns, in accordance with the CDP time horizon.

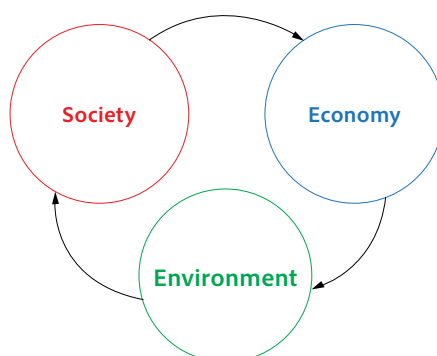
The T21 Model has therefore help assess the impact of investments planned in the context of the CDP on socio-economic and environmental indicators of the region.

2.2.2 Structure of the ECOWAS T21 Model (T21-CDP-A)

The ECOWAS T21 Model is a system dynamics based model designed to support regional development planning for all the 15 Member States of ECOWAS aggregated into a single community space.

The base version of the T21 model includes (i) economic factors, including production sector (agriculture, industry, and services), government revenues and expenditures, household income and savings, international trade, etc ; (ii) social factors comprising population dynamics, performance in education, health care, employment, infrastructure, income distribution, etc.; and (iii) environmental factors, such as land use, water demand and supply, energy demand and supply, and carbon emissions. The model also takes account of the relations and feedbacks across these sectors to generate comprehensive scenarios.

Graph 7 : The 3 Spheres of Sustainable Development

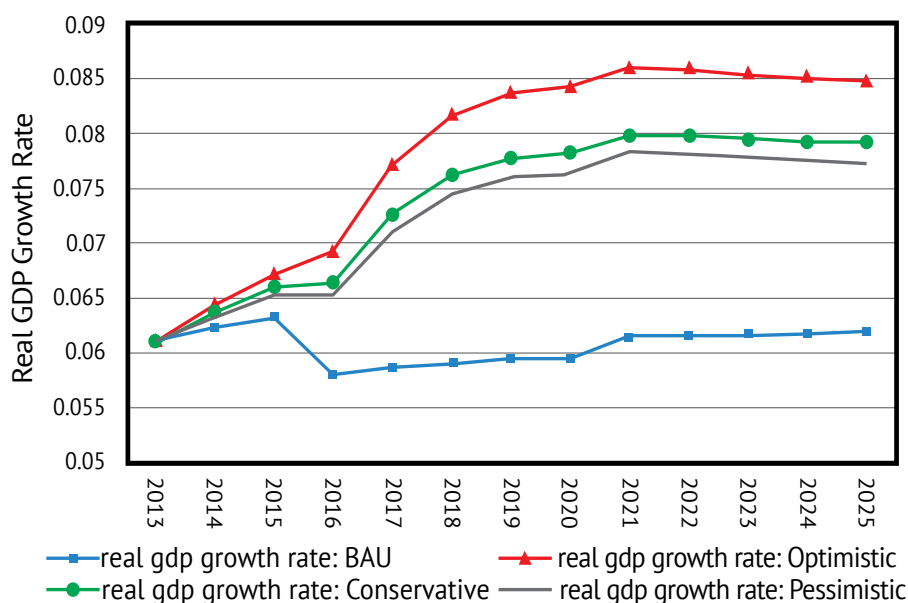


2.2.3. Hypothesis, Simulations and Empirical Analysis

To assess the impact of planned investments on priority projects identified in the context of the CDP, three scenarios were considered: (i) Optimistic Scenario, with 100% planned investments (i.e. \$28.44 billion), (ii) Conservative Scenario, where 75% total planned investments (\$21.33 billion) are mobilized, and (iii) Pessimistic Scenario, with 50% of total planned investments (\$14.22 billion) are mobilized for the implementation of CDP projects over the period 2014-2020. The results of these scenarios are compared with the baseline scenario ('Business As Usual' - BAU), which represents the benchmark scenario, where no additional investments are planned for during the period under review.

The empirical analysis conducted on CDP priority projects over the period 2014-2035 clearly shows that effective implementation of planned investments in the context of the CDP, would produce tangible results of structural transformation of the region by 2020. Indeed, mobilizing CDP planned investments between 75% and 100% over the period 2014-2018 would produce a growth rate of the regional economy of about 6.9% in 2015 and 8.4% in 2020. This growth rate would be reduced to 0.8% point in the pessimistic scenario and 0.6% point lower in the conservative scenario in 2020. A low level of investment (less than 50% of CDP total investment) in the CDP priority areas would generate similar results as in the baseline scenario, with a regional economic growth rate lower than 7% over the period 2015-2025 (see Graph 8 below).

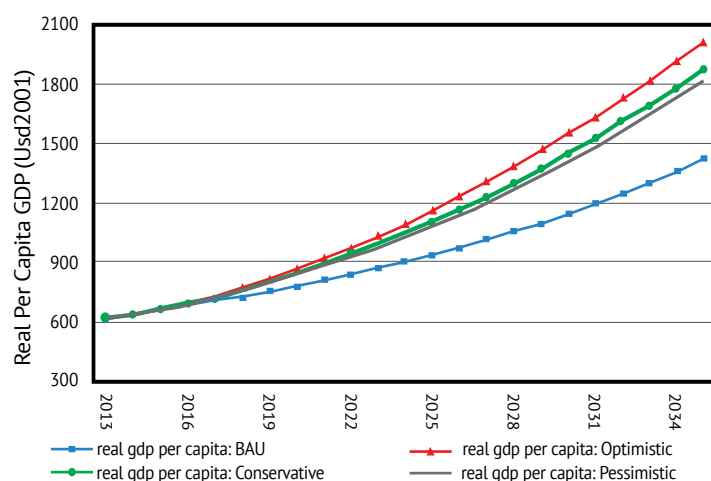
Graph 8: Trend in ECOWAS Real GDP Growth Rate



Source: Millennium Institute and Macro-economic Policy Department / CDP Unit / Model CDPA, 2013

Similarly, the real GDP per capita of ECOWAS, in the optimistic scenario would increase from \$614 (constant 2001 USD) in 2013 to \$862 in 2020 and could even reach \$2010 in 2035, that is three times its current level. However, in the conservative and pessimistic scenarios, the real GDP per capita would increase from \$662 in 2015 to \$1879 in 2035 and from \$662 in 2015 to \$1813 in 2035, respectively. These performances would be much higher than in the baseline scenario (see Graph 9). This expected trend profile should help achieve faster the millennium development related to the reduction of poverty.

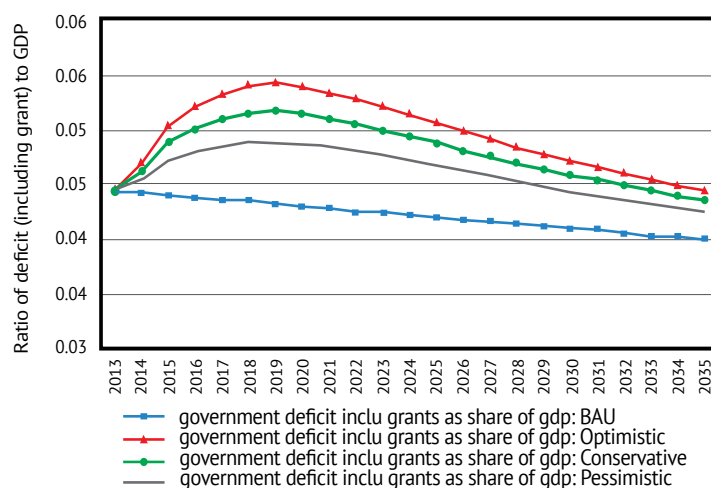
Graph 9: Trend in ECOWAS Real GDP per capita



Source: Millennium Institute and Macro-economic Policy Department / CDP Unit / Model CDPA, 2013

However, in terms of public finances, the budget deficit as a percentage of GDP would be more pronounced in the three scenarios in comparison to the baseline scenario, due to larger spending by Member States. After 2019, the budget deficit is expected to decrease progressively in the three scenarios to about 4% of GDP (see Graph 10).

Graph 10: Trend in ECOWAS Budget Deficit (including grants) % GDP



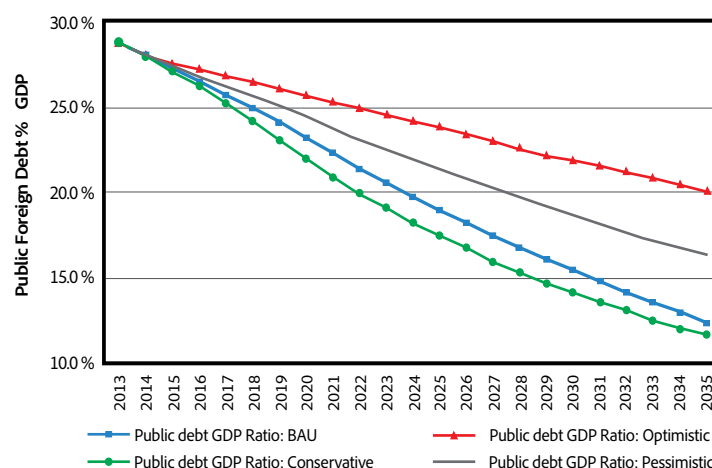
Source: Millennium Institute and Macro-economic Policy Department / CDP Unit / Model CDPA, 2013

Furthermore, the public foreign debt as a percentage of GDP is estimated at 27% in 2015 for the three scenarios due to the high level of loans to be contracted from foreign donors for the implementation of CDP priority projects.

However, over time, ECOWAS Member States are expected to rely less on foreign loans and grants to count instead on the emergence of a vibrant private sector, which could effectively partner with the governments to carry out large-scale infrastructure projects. As a result, the ratio of foreign debt to GDP is anticipated to decrease

substantially. Indeed, in the year 2035, the proportion of foreign debt in economic activities could reach 20% in the optimistic scenario, and get to its lowest value under the conservative scenario (11%) compare to the pessimistic and baseline scenarios estimated at 12% and 16%, respectively (see Graph 11 below).

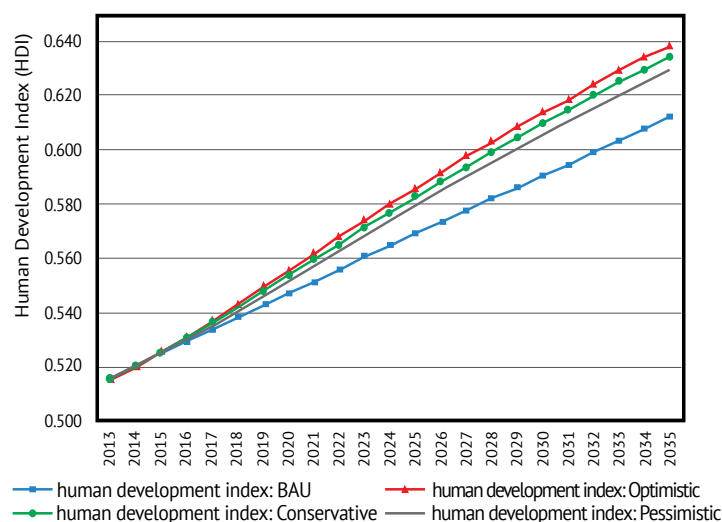
Graph 11: Trend in ECOWAS Public Debt % GDP



Source: Millennium Institute and Macro-economic Policy Department / CDP Unit / Model CDPA, 2013

Given the intensity of investments in infrastructure and productive sectors, the wellbeing of ECOWAS citizens could be considerably improved compared to the observed trend in the baseline scenario. This relative improvement in social indicators is mainly due to the compound effects of wealth creation in the region.

Graph 12: Trend in ECOWAS Human Development Index (HDI) and Poverty Incidence

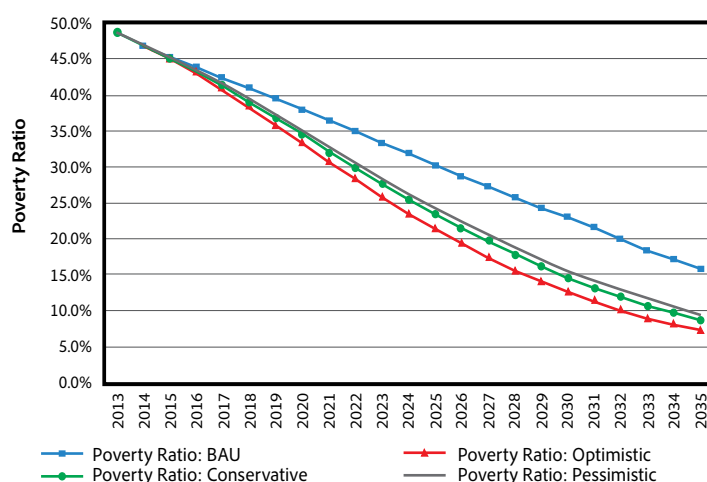


Source: Millennium Institute and Macro-economic Policy Department / CDP Unit / Model CDPA, 2013

Thus, the Human Development Index (HDI) of the ECOWAS region is expected to rise from 0.520 in 2013 to 0.639 in the Optimistic Scenario, 0.634 in the Conservative Scenario and 0.630 in the Pessimistic Scenario by the year 2035. These HDI scores are similar to the current levels of Botswana (0.633) and South Africa (0.621), in comparison to the baseline scenario, where HDI is likely to increase from 0.52 in 2013 to 0.610 (current score for Namibia) in 2035 (see Graph 12 above).

Similarly, the objective of the Millennium Development Goals of halving extreme poverty would be quickly achieved by 2017 in the Optimistic scenario and by 2018 in the Conservative and Pessimistic scenarios, compared to the Baseline scenario, where it would be attained five years after the 2015 deadline. In the optimistic scenario, poverty rate in ECOWAS could reach 25% in 2020 and less than 10% in 2035 (see Graph 13 below).

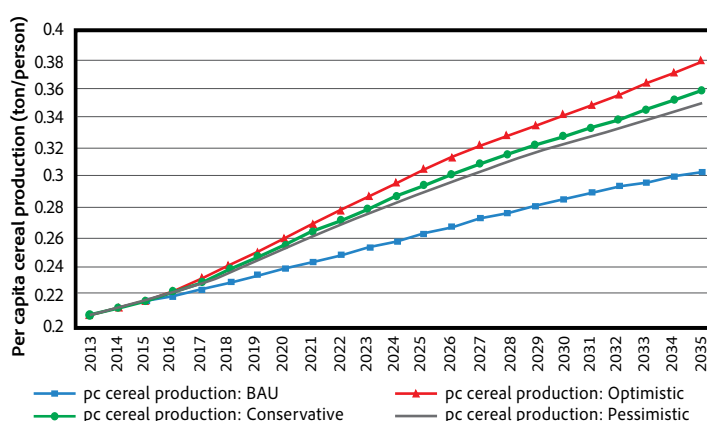
Graph 13: Trend in ECOWAS Human Development Index (HDI) and Poverty Incidence



Source: Millennium Institute and Macro-economic Policy Department / CDP Unit / Model CDPA, 2013

Considering the level of investments in sustainable agriculture and processing of raw materials sectors, crop yields and agriculture production are expected to increase significantly over the period 2015-2035. Consequently, per capita cereal production would reach its highest level under the Optimistic scenario with 371 kg/person, followed by the Conservative and Pessimistic scenarios, with 358 kg/person and 344 kg/person, respectively, in the year 2035. This is relatively higher than the baseline scenario for which per capita cereal production would only increase from 210 kg/person in 2014 to 300 kg/person in 2035 (see Graph 14 below).

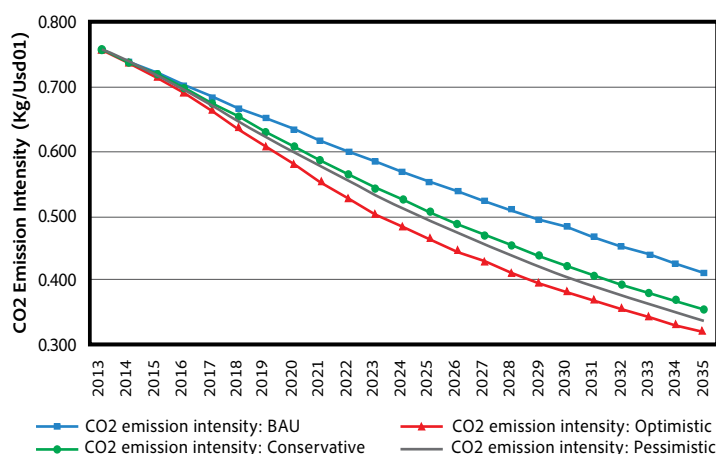
Graph 14: Trend in ECOWAS per capita cereal production and CO2 emission intensity



Source: Millennium Institute and Macro-economic Policy Department / CDP Unit / Model CDPA, 2013

At the environmental level, total CO₂ emissions from fossil fuel consumption would reach its highest level in the Optimistic scenario compared to the other scenarios due to substantial increase in economic activities along with the increased electricity generation from gas. Thus, in 2035, total CO₂ emissions from fossil fuel consumption will more than double, reaching 327 million tons in the Optimistic scenario, 322 million tons in the Conservative scenario and 321 million tons in the Pessimistic scenario.

Graph 15: Trend in ECOWAS per capita cereal production and CO₂ emission intensity



Source: Millennium Institute and Macro-economic Policy Department / CDP Unit / Model CDPA, 2013

However, the CO₂ emission intensity, defined as the ratio of CO₂ emissions over real GDP, could record its lowest level (0.320 kg/ USD) in the Optimistic scenario in 2035. This should be compared to the Business As Usual (BAU or Baseline) scenario which retains the highest level in CO₂ emission intensity throughout simulation period, although it shows a downward trend that converges to 0.412 kg per USD in 2035 (see Graph 15 above).

In sum, the analysis showed that the use of development models such as T21 Model can help identify the challenges that continue to affect the region and the policies and actions to be implemented to better mitigate identify them. The simulation results of the T21 Model highlighted the importance of effective mobilisation of planned investments for the implementation of CDP. Indeed, the empirical analysis conducted on the priority projects of the CDP over the period 2014-2035 clearly shows that the effective implementation of planned investments in the context of the CDP could produce tangible results of structural transformation for the region by 2020.

Furthermore, by comparing the results from the three scenarios (Optimistic, Conservative and Pessimistic), it appears clearly that the CDP strategic objectives, which could improve the Economies of Member States and the socio-economic conditions of the population, would be better achieved through the mobilization of CDP planned investments covering more than 75% of the financing gap (i.e. the optimistic scenario). Indeed, the results of this scenario would bring the ECOWAS region closer to its aspirations as encapsulated in the Vision 2020 and help the region meet key international standard targets for the MDGs, food security, governance, etc. However, for this scenario to be operational, the ECOWAS Region would need to adopt an efficient resource mobilisation strategy, which would enable the community to mobilise the remaining \$21.43 billion (75.34 % of total investment) required for the implementation of the 242 priority projects over the period 2014 – 2018. This will require an effective collaboration among stakeholders involved in the development process of the region, namely, Member States, Intergovernmental Organisation, Private Sector, Research/Academia and Civil Society.

III. FINANCING STRATEGY AND IMPLEMENTATION OF THE CDP

3.1. Financing Strategy of the CDP

Funding of development in the West African region, particularly when it comes to infrastructure development and the strengthening of human capital, continues to be provided mainly through cooperation and international partnership, both bilaterally and through international financial institutions. It is, therefore, advisable to strengthen the mobilization of domestic resources by increasing not only budgetary resources but also resorting to innovative funding mechanisms. This approach has two-pronged approach, national and external, that the resource mobilisation and financing strategy of the CDP is based on.

3.1.1 Sources of financing

At National and Regional level

The levers available at the regional level are mainly the regional financial institutions, EBID and BOAD as well as the self-financing of other Inter-Governmental Organizations of the region with a major role for the ECOWAS.

EBID and BOAD :

The EBID, as the financial arm of the ECOWAS, will play the leading role for resource mobilisation for the implementation of the CDP. It could then call for capital from the financial market and be accompanied in its initiatives by the BOAD. The two institutions will also be asked to contribute, as part of their respective fields of intervention, for the direct funding of the CDP. The other financial institutions, especially the Central Banks, commercial banks and other non-banking financial institutions (Guarantee institution, insurances, pension funds, etc.) will be called upon to contribute.

ECOWAS Commission and the UEMOA

The commissions could continue to get involved in the funding of identified priority programs through contributions of Member States and through community levy. It is also envisaged that all monies and funding instruments such as the FODETE-ECOWAS currently being set up should be made to contribute to the funding of the CDP

Member states

- National budgets: here, it is the budget resources of Member States, notably the capital expenditure involved in funding development projects recorded in the CDP.
- Mechanisms to be set up to further strengthen contributions from Central Banks in funding development projects of the Region.

Innovative Funding Mechanisms

In the ECOWAS region, innovative financial resources for development could rely on three types of mechanisms:

i) compulsory contributions: taxes based on specific economic activities or high-yield returns:

- tax on raw materials (mineral and oil resources, agricultural exports, etc.)
- tax on plane tickets;
- tax on financial transactions

ii) market mechanisms such as:

- Carbon tax
- Auction sale of CO2 emission rights

(iii) - mechanisms of channelling money transfers from migrants toward productive or social investment in their countries of origin..

o Regional private sector

The funding envisaged for this purpose will be direct or through public-private partnership. This partnership will allow the establishment and/or management of projects and programmes registered at the CDP aimed at ensuring a public service and for which a large part of the initial investment of the funding and the risks will be shared between partners of ECOWAS Member States and the private sector.

o National and Regional Financial Markets

Experiences of public financing mechanisms that are already being used by Member States and regional financial institutions may be consolidated to cover the financing needs of the priority projects of CDP.'

▪ At the External level

The CDP will also be funded on the basis of external resources from development partners.

➤ The African Development Bank's Africa50 Fund

ADB's Africa50 Fund is a new innovative mechanism for funding infrastructure in Africa. The Africa50 Fund is an initiative of the ADB, which works in partnership with regional institutions to fund some transformational projects on the African continent. This programme lays special emphasis on the need to allocate funds mobilized by its various instruments in projects likely to ensure a reasonable return on investments for investors.

➤ Official Development Aid, bilateral and multilateral external funding

- **Official Development Aid (ODA) is a form of funding non-refundable or allocated at concessional rates or low interest rate based on bilateral and multilateral agreements.**

- **Donors and Partners targeted for funding the CDP**

On the basis of the review of the axes of interventions of main partners of the region over the recent 2000-2011 period, and in order to target potential donors of the CDP, a list of donors and potential partners has been presented based on the four main Priority Areas of the CDP (in Annex Table of Volume 3 of the Main Document).

➤ Foreign Direct Investments (FDI)

For developing countries, the FDI have become an increasingly large source of economic development. FDI should be better channelled in the region through the establishment of a favourable business climate.

3.1.2 Resources Mobilization Strategy

Under the CDP, two main sources were identified: the internal resources and external funding outside ECOWAS, including innovative mechanisms. The various departments and institutions will interact as part of the relevant institutional device of the CDP to be considered as part of the resource mobilization:

- **An Internal Resources Mobilization Committee for the CDP:** An Internal Resources Mobilization Committee for the CDP shall be set up. This committee, comprising the CDP's Coordinating Committee, the External Relations Directorate, the Directorate of Finance, the Legal Affairs Directorate, other Funds and financial instruments of the Commission as well as EBID. Its mission is to draw up, validate and ensure the monitoring of the strategy at the ECOWAS level.

- **Regional Resource Mobilization Committee:** This Committee is constituted of the Commissions of the ECOWAS and the UEMOA as well as the EBID and BOAD. It has a mission of coordinating the resource mobilisation at the regional level.
- **Regional Steering Committee:** This committee is constituted by Member States of the ECOWAS, the UEMOA, the other IGOs and Non-State Actors. It is charged with giving the main strategic orientations and operations. This committee is the last level of validation before the decision-making bodies of the ECOWAS, the deliberations on the resources mobilization and their monitoring.

3.1.3 Methodological Approach

The methodological approach leading to the round table of CDP financing comprises three steps:

- **High-level meeting on the CDP financing:** This meeting shall be organized to ensure a better ownership of the CDP by the institutions and funding entities of the ECOWAS region.

- **Missions of exchanges and consultations with donors**

Once the CDP document is completed and project sheets are drawn up, there is a need to organize missions of consultations and exchanges with donors, first from their local representations, then in a targeted way at the headquarters of funding institutions. These consultations and exchanges could be held at formal periodic platform of discussions between the ECOWAS and its technical and financial partners.

- **Donors Round-Table Conference**

This constitutes the last phase of the resource mobilization strategy, with the invitation of all donors under the leadership of the High Authorities of the ECOWAS region to mobilise funding for the programme. Indeed, their funding pledges are mainly expected.

3.2 Implementation, Monitoring and Evaluation of the CDP

The implementation and monitoring of the CDP are clearly expressed through the presentation of its programming, organization and management frameworks, as well as its monitoring-evaluation mechanism.

3.2.1 Programming and Time horizon of the CDP

The programming takes into account major programmes that are in the process of being implemented in the region. Some of these programmes are derived from regional policies adopted by the ECOWAS or by the UEMOA, or coming from IGOs initiatives, NSAs and Member States. The CDP is expected to be harmonised with all these initiatives so as to create more coherence in the overall programming. The programmes and projects which will be selected in the ECOWAS Community Development Programme will come from key institutional players which are operating in the ECOWAS region

In this regard, the time horizon of the CDP will be ten (10) years, with the first phase of 5 years covering the period 2014-2018. To this end, the CDP is rolled out in projects, programmes and short, middle, and long-term activities depending on the urgency and technical sequences of the initiatives adopted.

- **Short-term activities**

In the short-term, the actions that will be implemented are projects and programmes that have reached high-level of maturity in terms of coverage of funding need and completion of feasibility studies.

- **Medium and long-term activities**

Some initiatives proposed as part of the CDP may be pertinent but have not as yet reached enough maturity to be rapidly considered. They will need additional and/or new studies to envisage their implementation. They are initiatives that would need large resources for their formulation and their implementation but would have the capacity of changing significantly the regional integration in the sense of lasting improvement of wellbeing.

3.2.2 Implementation Framework

The implementation of the CDP is carried out at the national level (Member States) and at the regional level (ECOWAS Commission, IGO and NSA).

- **At the Member States level**

According to the subsidiarity principle, it is not the duty of the ECOWAS Commission to directly execute projects and programmes, but it can contribute more efficiently in mobilizing resources generally. Within the CDP context, the implementation is carried out by the sector ministries and the national Non-State Actors, which recorded these programmes. The realization of projects and programmes in the CDP will be carried out by memorandum with ECOWAS Commission in collaboration with potential donors or development banks.

- **At the regional level**

At the regional level, the carriers of projects are the IGOs and the NSAs, which have regional dimension. Memorandums in the form of partnership agreements will be signed between them and the ECOWAS Commission.

- **A bilateral agreement between the ECOWAS and the UEMOA for CDP**

The UEMOA, through the implementation of its Regional Economic Program (PER), which is equivalent to the CDP, will also implements CDP projects because of the fact that some projects from the PER are included in the CDP.

- **Multilateral Agreement between the ECOWAS Commission and the IGOs**

The IGOs, according to their comparative advantages, will be solicited for bilateral or multilateral agreements for the implementation of some programmes of the CDP.

3.3 Monitoring-Evaluation Mechanism of the CDP

The Monitoring-Evaluation Mechanism of the CDP takes into account the ECOWAS' Monitoring-Evaluation framework to which some players like the IGOs and Non-State Actors are added. The CDP unit ensures the monitoring and evaluation of the programme in reference to the ECOWAS monitoring-evaluation mechanism. This mechanism is coordinated by the ECOWAS Commission Monitoring-Evaluation Unit.

The aim of the monitoring-evaluation mechanism within the framework of the CDP is to better develop a set coordinated methods, procedures and rules to be used for collecting, stocking, and processing, analysing and disseminating information concerning activities of the CDP within an overall synergy with stakeholders. To this end, a logical framework was defined for the CDP. It is developed according to the principles of Result based Development Management (RDM¹¹).

- **Monitoring**

In order to ensure a good monitoring of the set of actions planned under the CDP, modern tools of monitoring (software, documents) will be developed by the ECOWAS in collaboration with all stakeholders. The main tools are the Results Measurement Framework (RMF) and Annual Monitoring Plans. They will help summarise, prioritise, classify by sector and priority actions as well as by stakeholders and by actions to be undertaken.

11 Management based on Development Results

- **Evaluation**

The CDP will be subjected to at least two types of evaluation (mid-term evaluation and final evaluation).

- o **Mid-term evaluation**

It should help evaluate the level of accomplishments, to take note of the occurrence of events that could explain the reorientations, the slowing down or speeding up of CDP's actions after three years of implementation for each of its two phases.

- o **Final Evaluation**

Each phase of the CDP will be subjected to evaluation at the end of five year. The evaluations will permit to draw lessons as much on the technical aspect (accomplishment of activities) and on the institutional, methodological and functional aspect.

- **Stakeholders involved in the monitoring-evaluation**

- o **CEDEAO**

This refers to ECOWAS Commission and the various agencies of ECOWAS that will have programmes and projects considered in the CDP

- o **Member States**

Member States, through the national committees of the CDP will supply all the necessary information for the monitoring-evaluation of their programmes considered in the CDP.

- o **Inter-Governmental Organization (IGO)**

As a major player in the CDP, the IGOs of the region will also participate in the monitoring-evaluation mechanism of the CDP by integrating the CDP in their own mechanism as the ECOWAS Commission is doing.

- o **Acteurs Non Etatiques (ANE)**

It concerns essentially organizations of the Civil Society and private sector who have all the programmes and projects considered in the CDP. The monitoring-evaluation of programmes of civil society will be provided by the West Africa Civil Society Organisations Forum (WACSOF).

3.4 **Risk factors**

Risk factors that are likely to hinder the financing of the CDP are as follows::

- **Political and Security Instability**

One of the essential requirements in funding the CDP is the setting up of an atmosphere of peace and security.

- **Poor Governance**

Good governance both at the political stability and macroeconomic levels constitute indispensable conditions to draw foreign capital and resources from donors.

- **Non respect of the Subsidiarity Principle**

Stakeholders in the implementation of development projects are many and diverse. Any project of regional dimension involves one or several stakeholders at the same time. So, it is necessary to define the respective fields of intervention of each player so as to optimize the implementation of the project and render the intervention of partners clear and functional.

- **No consistency between regional and national priorities**

It is important to ensure consistency between national and regional priorities so that priorities released in the region within the framework of the CDP should be internalized in key national strategic documents and in the budgetary intervention instruments of Member States.

- **No consistency between priorities and Agenda of donors and the CDP**

Most technical partners identify priorities as well as the agenda as part of their intervention strategies, notably for the West African region. Discrepancies between their areas and period of intervention can constitute a major risk in their commitment in supporting the CDP. Likewise, the consideration of new projects, in the sense that they are not recorded in the conventional agenda of main donors, can be source of funding difficulties.

- **Decline in flow of financial aid and funding**

The world economic situation characterized notably, over the recent period, by the relative decline in activity and the adoption of restrictive budgetary policies in most developed countries constitute a threat on the volume of resources to be mobilized for funding development projects in the region.

CONCLUSION

The Regional Document of the ECOWAS Community Development Programme (CDP) is the outcome of a long multi-player process. Initiated in 2010 following consultations with member States, the region's IGOs and non-State actors of the civil society, private sector and the Research sector, the CDP adopted a methodology centered around four (4) stages: (i) sensitization and capacity-building, (ii) inventory of projects and programmes of IGOs and Member States, (iii) prioritization and impact analysis, and (iv) Round table for funding. The results of the implementation of the first three stages highlight the remarkable progress toward economic and social development, as well as potentials and strengths for the region. The analysis, however, brings to the fore, persistent challenges in terms of high incidence of poverty, lack of basic infrastructure and weak assistance to production and trade. The region also continues to experience political and security uncertainties. Another major observation of the analysis of the regional situation is the multiplicity of players and initiatives within the same community.

In the light of this situation, the CDP's orientations and strategies highlighted four (4) priority areas: (i) Integration of peoples, governance and human development; (ii) Consolidation of economic integration; (iii) Development of infrastructure and wealth creation, and (iv) Cooperation and financing. Twelve (12) strategic objectives and fifty-eight (58) priority actions were identified to support the medium and long-term development strategy of the CDP by way of their implementation.

The CDP Document also led an innovative approach through the implementation of an extensive survey of thirty six (36) Intergovernmental Organisations in ECOWAS Region as well as studies analysing development strategies in all Member States and the development of action plans depicting major projects for Non-State Actors (NSA) of civil society, private sector and the research sector. The results of this survey show a total of 1,511 projects, of which 669 from Member States, 819 from IGOs and Specialized Institutions and 23 for NSA. Based on this inventory and in the light of strategic orientations adopted for the CDP, 242 priority projects, with a total cost of 28.44 billion US dollars, have been selected for implementation in a five-year sequential time horizon, to achieve the objectives assigned to the Vision 2020.

Furthermore, an empirical analysis was conducted on the CDP priority projects using a quantitative impact assessment and planning tool referred to as the Threshold 21 (T21 Model). The analysis clearly shows that effective implementation of planned investments in the context of the CDP, would produce tangible results of structural transformation of the region by 2020. Indeed, with CDP planned investments in productive sectors and economic infrastructures between 2014 and 2018, the rate of economic activity is expected to grow over 7.5 % on average during the period 2015-2020; a favourable situation that would exceed the targeted GDP growth rate of 7% required to meet the Millennium Development Goal development of halving extreme poverty. However, for this optimistic scenario to be operational, the ECOWAS Region would need to adopt an efficient resource mobilisation strategy, which would enable the community to mobilise the funding gap of \$21.43 billion (i.e., 75.34 % of total investment) required for the implementation of the 242 priority projects.

This will require an effective collaboration among stakeholders involved in the development process of the region, namely, Member States, Intergovernmental Organisation, Private Sector, Research/Academia and Civil Society.

To this end, the management framework of the CDP revolves around a financing strategy, a framework for implementation and monitoring-evaluation, involving all stakeholders in the formulation process. Indeed, with a strong diagnosis, a well-defined and results-oriented strategy, and an inclusive and participatory approach, which ensures consistency and synergy of interventions, the CDP has a unique advantage for mobilizing resources for its financing and adequate implementation.

By taking into account the priorities of the Commission, while providing a unifying platform for initiatives in the region, the CDP has set a regional integration and development agenda that operationalize the Vision 2020 for the benefit of the people of ECOWAS Region.

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