

ACP-EU COTONOU AGREEMENT

**AFRICAN, CARIBBEAN AND
PACIFIC GROUP OF STATES**

**COUNCIL OF
THE EUROPEAN UNION**

Brussels, 18 September 2014

ACP-UE 2126/14

COVER NOTE

from:	The Director of the Centre for the Development of Enterprise
dated:	17 September 2014
to:	ACP-EU Committee of Ambassadors
Subject:	CDE - Centre for the Development of Enterprise - Work Programme and Budget for 2015

Delegations will find attached the Work Programme and Budget of the CDE for 2015 as adopted by the Executive Board of the Centre.



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DIR/Pfr/mse/041L14

08 September 2014

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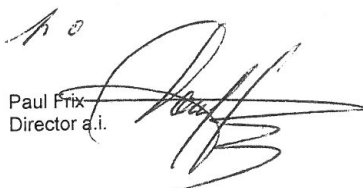
Subject: CDE budget for 2015

Excellencies,

On behalf of the Chairman of the Board, I hereby attach for your attention, the budget for the Centre for the Development of Enterprise (CDE) for the year 2015 as adopted by written procedure by the CDE Executive Board.

The 2015 budget has been drawn up for an overall amount of €7.418.000.

Please accept, Excellencies, the assurance of our highest consideration.


Paul Frix
Director a.i.

cc.: Mr O. Perez Diaz, Head of Administration

CDE Work Programme and Budget 2015

WORK PROGRAMME AND BUDGET 2015

CENTRE FOR THE DEVELOPMENT OF ENTERPRISE

4 September 2014



1. Introduction

The preparation of the 2015 CDE Budget has been undertaken in a very peculiar context marked by the decision in June 2014 by the joint ACP-EU Council of Ministers to close the CDE by December 2016 the latest.

As a result, the Annex III of the Cotonou Agreement will need to be amended and a joint ACP-EU working group will be set up to implement that decision. Furthermore, the Council of Ministers has also decided to establish "a light structure" in order to preserve and capitalise on the most pertinent operational achievements and approaches undertaken by CDE.

In a recent meeting with EC officials, we have learned that the ACP-EU working group will be composed of two sub-groups, one in charge of following the closing procedures as such and the other to consider the type of light structure that will allow the follow-up of certain pertinent activities and approaches undertaken by CDE.

This information has been confirmed in a letter dated July 22 from Mr. Cornaro, Deputy Director General for Geographical Coordination at EC DG DEV.

This letter confirms that a "curator/liquidator" will be appointed and recruited through a procurement procedure in order to implement the closing process. CDE is requested to finance such a "liquidator" and to undertake the preparatory procedures for his selection. In this regard the letter from the EC specifies that a budget allocation of € 500,000 has to be foreseen in 2015 for that purpose.

In this letter, the EC also reiterates its commitment to undertake an "orderly" closure but no later than the end of 2016, and has particularly emphasised that the staff rights will be properly respected and that existing programmes will be implemented until their completion under adequate conditions.

On the basis of the latest information given by the EC services (from Mr. Filipe on 30 July) and after written instructions from the CDE Board, it has been decided to design a minimum budget for 2015 that will consider the closing by July 2015 the latest, of four of the existing six CDE Regional field offices (RFO) and a reduction of most of the Communications budget allocation including the termination of the Communication Officer's position.

The four RFOs to be closed are the ones without any PSDPs and without any Head of Office, namely EAF, WAF and PAC as well as CAR where there is a small ongoing programme that will be managed from the Headquarters in Brussels.

Furthermore, the budget allocation initially foreseen for the local CDE antennae (TIO's) will also be considerably reduced.

The budget allocation on title IV will include all expenses needed for the accomplishment of the ongoing PSDP's, including also all operations required in 2016 for that purpose. These activities will be supervised and controlled after 31 December 2015 by new structures or organisations capable of taking over the functions undertaken until then by the CDE. The case of the Côte d'Ivoire PSDP still requires to be further clarified.

It is on the basis of these above-mentioned considerations that the 2015 CDE Budget has been proposed for a total amount of €7,418,000; that is 13% less than the 2014 Budget allocation of € 8,572,000.

Paul Frix.
Director a.i.

CDE Work Programme and Budget 2015

2. **Summary of 2015 budget**

The present budget proposal has been designed on the basis of two main assumptions:

1. Closing by July 2015 the latest, of 4 RFO's (WAF, EAF, CAR and PAC) namely those without head of Office or without ongoing PSDP;
2. Operations budget reduced to activities needed to finalise the ongoing PSDPs.

The following table shows the Budget summaries for years 2011 to 2015.

1. Budget 2015 summary

Title	description	2011		2012			2013			2014			2015 (2 RFO's)		
		budget	% of total	budget	% of total	variance 2012-2011	budget	% of total	variance 2013-2012	budget	% of total	variance 2014-2013	budget	% of total	variance 2015-2014
I	Staff Expenses	5,140,000	28%	5,079,440	35%	-1%	8,284,000	67%	63%	4,606,000	54%	-44%	3,555,000	48%	-23%
II	Running costs (Headquarters')	1,480,000	8%	1,325,560	9%	-10%	1,249,000	10%	-6%	1,249,000	15%	0%	1,575,000	21%	26%
III	Technical support & Operations management	1,880,000	10%	1,845,000	13%	-2%	1,617,000	13%	-12%	1,617,000	19%	0%	888,000	12%	-45%
Total I + II + III		8,500,000	47%	8,250,000	56%	-3%	11,150,000	90%	35%	7,472,000	87%	-33%	6,018,000	81%	-19%
IV	Operations	9,750,000	53%	6,383,000	44%	-35%	1,300,000	10%	-80%	1,100,000	13%	-15%	1,400,000	19%	27%
TOTAL I + II + III + IV		18,250,000	100%	14,633,000	100%	-20%	12,450,000	100%	-15%	8,572,000	100%	-31%	7,418,000	100%	-13%

The main variances in the 2015 Budget with respect to 2014 are (see details further below):

- An important decrease in Personnel Expenses (Title I) resulting from the reduction of 4 positions, the repatriation to the Headquarters of 2 RFO Heads and the elimination of the provision for the consultant assigned to the Director a.i. position who will be replaced by the "liquidator" to be financed by Title II budget allocation;
- An increase in Running Costs (Title II) resulting from a provision of € 500,000 for the recruitment of the "liquidator" to be assigned to the closing of the CDE and despite the savings in different items such as Communication and IT;
- An important decrease in the ACP local network expenses (Title III) resulting from the closing of the 4 RFOs and the lack of activities of most of the TIOs;

CDE Work Programme and Budget 2015

- An increase in Operations budget, although relative, resulting from actions still to be accomplished in 2015 and 2016 in order to terminate the outstanding PSDPs in CAF and SAF regions.

3. BUDGET TABLES 2015 – Variance analysis

3.1. Title I: Staff expenses

The following table shows the staff expenses (Title I of the budget). The detail of each budget article is shown in Annex 2.

TITLE I: STAFF EXPENSES

TITLE I	STAFF EXPENSE	Budget 2013	Budget 2014	2 RFO's (1)		
				Budget 2015	Variance 2015-2014	Variance %
CHAP. 11	STATUTORY STAFF					
ART. 111 & 112	Salaries and social charges	3.400.000	3.390.000	2.760.000	-630.000	-19%
ART. 113	Allowances	610.000	610.000	465.000	-145.000	-24%
ART. 114	Other Expenses related to statutory staff & provision for litigation	4.111.000	325.000	230.000	-95.000	-29%
	SUB-TOTAL	8.121.000	4.325.000	3.455.000	-870.000	-20%
CHAP. 12	TEMP. ASSISTANCE AND SECONDED EXPERTS					
ART. 121	Temp. Assistance & Seconded experts	163.000	281.000	100.000	-181.000	-64%
	SUB-TOTAL	163.000	281.000	100.000	-181.000	-64%
	TOTAL TITLE I	8.284.000	4.606.000	3.555.000	-1.051.000	-23%

(1) Assumption of closure of RFO's CAR, EAF, WAF and PAC considered in July 2015 the latest

These expenses are the result of the following staff table:

Headquarter's Head count

Level	Post	Headquarters' Budget 2015	Headquarters' Budget 2015	Actual Headquarter's 15/07/2014 (1)	Chiefs RFO budget 2014 (1)	Heads of RFO's Budget 2015 (1) (3)	Actual Heads of RFO's 15/07/2014 (1)	Budget total 2014	Budget total 2015 (4)	Total Actual 15/7/2014
1A	Director (2)	1	0	0	0	0	0	1	0	0
1B	Deputy Director	0	0	0	0	0	0	0	0	0
	Sub total	1	0	0	0	0	0	1	0	0
2A	Principal Expert	1	1	1	0	0	0	1	1	1
2B	Principal Expert	4	5	3	3	1	3	7	6	6
2C	Expert	2	2	2	1	1	1	3	3	3
2D	Expert	3	1	2	0	0	0	3	1	2
	Sub total	10	9	8	4	2	4	14	11	12
3A	Principal Assistant	3	3	3	0	0	0	3	3	3
3B	Assistant	5	5	5	0	0	0	5	5	5
3C	Secretary	1	1	1	0	0	0	1	1	1
	Sub total	9	9	9	0	0	0	9	9	9
4A	Technical support staff	1	1	1	0	0	0	1	1	1
Total (2RFO's)		21	19	18	4	2	4	25	21	22

Notes

(1) Heads of RFO on Headquarter's payroll

(2) Director position is occupied by a consultant

(3) The RFO's CAR, EAF, WAF and PAC been closed in 2015 the Heads of RFO's PAC and WAF will not be recruited and Head of EAF RFO will be repatriated to Headquarter's

(4) There 3 Expert posts (Com, Accountant and Head of RFO CAM) with a Fixed term contract arriving to an end on first quarter of 2015. Com post will not be renewed.

As one can observe in that table, the number of international staff positions financed by Title I of the 2015 budget (international staff appointed to Headquarters' and to RFO's) will decrease by 4 posts in relation to 2014.

Namely, the post of Head of Admin. which has been assigned to an existing staff, the post of the IT Officer which has also been assigned to an existing staff, the post of Communication Officer which is eliminated and the post of Director which is assigned to a consultant. Considering that the post of Director will be assigned to the "liquidator" in 2015 who will be in charge of closing the CDE and that this position will be financed through article 213 (see below), the art. 121 which was including these expenses in the 2014 Budget has been reduced accordingly in 2015.

Furthermore, there are currently 3 Expert Staff posts (the Communication Officer, the Accountant and the Head of the CAM RFO), with a fixed term contract ending during the first quarter of 2015. The 2015 budget is considering the renewal of two of these contracts and the elimination of the Communication Officer position.

Considering the closing in 2015 of 4 RFO's, the two existing Heads of RFO concerned still on duty will be repatriated to the Headquarters'. This will reduce art. 113 where expatriation allowances paid to Heads of RFO's are computed. On the other hand, the saving on art.113 as a result of the closing of these RFO's is partly compensated by the extra cost of repatriation to Brussels of those staff concerned (art. 114). One of the Head of RFO (EAF) will be repatriated by end of 2014 and the other by mid 2015. Furthermore, local staff be reduced by 12 persons in 2015 (local staff expenses are posted in Title III).

Art. 114 also includes a provision for possible indemnities as a result of the ongoing litigations. This provision is however lower than in 2014.

Finally, art. 121 includes a provision for possible short term assistances that might be needed in the framework of the closing of CDE. As indicated before, this article does not include in 2015 the provision for the consultant assigned to the post of CDE Director a.i.

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The following table is showing the total CDE staff including local staff in the RFO's.

Staff table - Budget 2015

	Actual as of 31/7/2014				2RFO's			
	International Staff	Local Staff	Second ed experts	Grand Total	International Staff	Local Staff	Second ed experts	Grand Total
Staff at Headquarters'								
Brussels	18	0	0	18	19	0	0	19
Staff at RFO's								
Central Africa	1	4	0	5	1	4	0	5
Western Africa	0	3	0	3	0	0	0	0
Eastern Africa	1	4	0	5	0	0	0	0
Southern Africa	1	4	0	5	1	4	0	5
Caribbean	1	2	0	3	0	0	0	0
Pacific	0	3	0	3	0	0	0	0
Sub-total	4	20	0	24	2	8	0	10
Total	22	20	0	42	21	8	0	29
Diff					-1	-12	0	-13

Let's recall that the cost of RFOs' local staff is posted in Title III of the budget.

As indicated before, 12 local staff positions will be eliminated as a result of the closing of 4 RFO's by mid of 2015.

3.2. Title II: Headquarters' Running costs

The following table shows the running cost at headquarters' (Title II of the budget). The detail of each budget article is shown in Annex 2.

TITLE II: RUNNING EXPENSES AT HEADQUARTER'S

TITLE II	RUNNING COSTS Brussels	Budget 2013	Budget 2014	2 RFO's (1)		
				Budget 2015	Variance 2015-2014	Variance %
CHAP. 21	RUNNING EXPENSES (Brussels)					
ART. 211	Rent & incidental costs	350.000	350.000	350.000	0	0%
ART. 212	Other running costs	190.000	190.000	160.000	-30.000	-16%
ART. 213	Miscellaneous consultants, legal fees & external audits	196.000	196.000	725.000	529.000	270%
ART. 214	Board of Directors	220.000	220.000	220.000	0	0%
	SUB-TOTAL	956.000	956.000	1.455.000	499.000	52%
CHAP. 22	COMMUNICATIONS AND IT					
ART. 221	Promotional & Communication activities	123.000	123.000	25.000	-98.000	-80%
ART. 222	IT	170.000	170.000	95.000	-75.000	-44%
	SUB-TOTAL	293.000	293.000	120.000	-173.000	-59%
	TOTAL TITLE II	1.249.000	1.249.000	1.575.000	326.000	26%

(1) Assumption of closure of RFO's CAR, EAF, WAF and PAC considered in July 2015 the latest

The most significant difference with 2014 budget is the increase of art. 213. This increase is explained by a provision of € 500.000 for the recruitment of the "liquidator". It is important to receive from the EC more details on the mandate, the ToR and the profile of that "liquidator" in order to better define the resources needed. The provision foreseen is only a best guess at this stage.

The art.213 also includes a provision for other legal advices.

3.3. Title III: Technical support

The following table shows the running cost at headquarters' (Title II of the budget). The detail of each budget article is shown in Annex 2.

TITLE III: TECHNICAL SUPPORT AND OPERATIONS MANAGEMENT

TITLE III	TECHNICAL SUPPORT AND OPERATIONS MANAGEMENT	Budget 2013	Budget 2014	2 RFO's (1)		
				Budget 2015	Variance 2015-2014	Variance %
CHAP. 31	QUALITY MANAGEMENT AND MISSIONS					
ART. 311	External evaluation	161.000	161.000	100.000	-61.000	-38%
ART. 312	MISSIONS	100.000	100.000	100.000	0	0%
	SUB-TOTAL	261.000	261.000	200.000	-61.000	-23%
CHAP. 33	DECENTRALISATION					
ART. 331	Regional offices	1.121.400	1.121.400	668.000	-453.400	-40%
ART. 332	Operations Network	234.600	234.600	20.000	-214.600	-91%
	SUB-TOTAL	1.356.000	1.356.000	688.000	-668.000	-49%
TITRE III	TOTAL TITLE III	1.617.000	1.617.000	888.000	-729.000	-45%

(1) Assumption of closure of RFO's CAR, EAF, WAF and PAC considered in July 2015 the latest

The main variances in this Title are explained by articles 331 (RFO running expenses) and 332 (TIO's).

The following table shows de RFO expenses forecasts (331) for 2015.

RFO Running expenses breakdown

		EAF	SAF	CAF	WAF	CAR	PAC	Total	Budget 2014	%/2014
Staff		106.000	86.000	70.000	105.000	54.500	40.500	462.000	585.000	-21%
Vehicles		2.500	5.000	5.000	2.500	2.500	2.000	19.500	57.700	-66%
Communications & IT		7.500	20.500	13.000	4.500	2.000	7.250	54.750	99.400	-45%
Missions		0	5.000	10.000	-	3.500	-	18.500	164.000	-89%
Office rent		18.000	0	0	-	7.500	7.000	32.500	73.500	-56%
Miscellaneous		13.500	8.500	20.500	9.000	1.500	2.250	55.250	97.300	-43%
Investment		0	18.000	3.500	1.500	750	1.750	25.500	44.500	-43%
Total ART 331	2RFO's	147.500	143.000	122.000	122.500	72.250	60.750	668.000	1.121.400	-40%

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As it can be observed in this table, the closing of 4 RFO's (CAR, WAF, EAF and PAC) will lead to an important decrease of art.331 in 2015.

The running expenses forecast has been designed on the assumption of the closure of those RFOs by mid-2015 the latest and considering a provision for possible local staff lay off indemnities. However some savings are considered on all other items of the RFO running expenses.

The following table shows the expenses related to TIO's activities (art. 332) in 2015.

Local network expenses breakdown by region

	Budget 2013	%	Budget 2014	%	Budget 2015 (2RFO's)	%
CAR	30.550	13%	30.000	13%	10.000	50%
CAF	35.250	15%	49.600	21%	-	0%
EAF	49.350	21%	50.000	21%	-	0%
SAF	32.900	14%	40.000	17%	-	0%
WAF	54.050	23%	50.000	21%	10.000	50%
PAC	32.500	14%	15.000	6%	-	0%
Total	234.600	100%	234.600	100%	20.000	100%

This budget art. has been considerably reduced in 2015. A minimum budget is foreseen for possible services to be provided by TIO's in Côte d'Ivoire (WAF) and Haiti (CAR).

3.4. Title IV: Operations

The following table shows the Operations' cost (Title IV of the budget). The detail of each budget article is shown in Annex 2.

TITLE IV: OPERATIONS

TITIE IV	OPERATIONS	Budget 2013	Budget 2014	2 RFO's (1)		
	GENERAL SUPPORT ACTIVITIES			Budget 2015	Variance 2015-2014	Variance %
CHAP. 41	GENERAL SUPPORT ACTIVITIES					
ART. 411	Ad hoc Studies & Publications	0	0	0	0	0%
ART. 412	Meetings, Technical seminars & Entrepreneurs missions	0	0	0	0	0%
	SUB-TOTAL	0	0	0	0	0%
CHAP. 42	DIRECT ASSISTANCE					
ART.421	Technical Expertise	0	0	0	0	0%
ART. 422	Support to intermediary organisations & service providers	0	0	0	0	0%
ART. 423	Support to enterprises direct & via Intermediary Organisations	0	0	0	0	0%
ART. 424	Support to individual enterprises	0	0	0	0	0%
ART. 499	General support Activities	0	0	0	0	0%
	SUB-TOTAL	0	0	0	0	0%
CHAP. 43	PSDP IMPLEMENTATION					
ART. 431	Cost of studies	0	0	0	0	0%
ART. 432	PSDP Running costs	1.300.000	1.100.000	1.400.000	300.000	27%
	SUB-TOTAL	1.300.000	1.100.000	1.400.000	300.000	27%
	TOTAL TITLE IV	1.300.000	1.100.000	1.400.000	300.000	27%

(1) Assumption of closure of RFO's CAR, EAF, WAF and PAC considered in July 2015 the latest

As mentioned before, only activities needed for the implementation of existing PSDP's will be financed by Title IV in 2015 as shown in the following table.

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Region	Ref du Programme	Total envelope foreseen		2011-2013* payments and forecasts in 2014				Funds needed for 2015 and 2016					
		Donor		CDE	Payments 2011-2013*		Forecast payments in 2014		Funds needed in 2015		Funds needed in 2016		Total 2015-2016
		Total forecast	Funds received		Bailleurs	CDE	Bailleurs	CDE	Bailleurs	CDE	Bailleurs	CDE	
WAF	UEMOA	9.700.000	1.305.835	654.000	695.129	300.575	1.792.000	69.000	0	0	0	0	0
	Côte d'Ivoire	3.811.225	300.000	500.000	7.337	5.900	0	142.000	1.500.000	108.000	511.000	100.000	2.011.000
CAF	AIDCOM, RDC	2.500.000	1.355.078	0	1.001.368	0	353.710	0	0	0	0	0	0
	PRCCE, Congo	4.300.000	1.368.000	1.100.000	0	68.114	1.100.000	190.000	1.100.000	300.000	1.100.000	270.000	2.200.000
	Cameroon	2.886.042	297.276	500.000	0	144.876	914.000	166.000	1.000.000	133.000	566.000	100.000	1.566.000
SAF	Botswana	2.300.000	1.605.900	500.000	90.838	198.738	1.497.353	119.724	319.000	172.000	0	100.000	319.000
	Fondation Chanel	345.831	180.000	0	29.087	0	115.000	0	115.000	0	115.831	0	230.831
CAR	Haiti	257.000	0	267.000	0	9.900	257.000	140.100	0	117.000	0	0	117.000
Total		26.080.098	6.392.089	3.521.000	1.823.759	728.104	6.029.063	826.824	4.034.000	830.000	2.292.831	570.000	6.326.831

25%

Remarques

Donor stands for partners namely UEMOA, Côte d'Ivoire Government, UE Commission, ...

Payments 2011-2013*: Actual payments from 2011 to 2013

UEMOA programme suspended in April 2014

CVI programme still under discussion. Budget forecasts based on the assumption to restart that programme.

It is needed to commit in 2015 the activities for 2015 and 2016

The 2015 CDE Budget will include the funds needed for the implementation of activities in 2015 and 2016. As a matter of fact, although CDE will cease all operational activities by end of 2015, it seems pertinent to forecast all funds needed for the continuation and the takeover of the outstanding programmes (which will most probably not be terminated) by other implementing agencies.

Detailed PSDP profiles are shown in Annex 1.

4. FINANCING OF CDE EXPENDITURES

The following table is showing the resources and expenses.

Financing of CDE activities

<u>Expenses</u>		Budget 2013	Budget 2014	Budget 2015 (6 RFO's)
EDF SUBSIDY BUDGET + CDE RECEIPTS				
Title I	Satff	8.284.000	4.606.000	3.555.000
Title II	Running costs	1.249.000	1.249.000	1.575.000
Title III	Technical support	1.617.000	1.617.000	888.000
Title IV	Operations	1.300.000	1.100.000	1.400.000
TOTAL		12.450.000	8.572.000	7.418.000
Third party operations				
Third party operations		5.716.698	5.700.000	0
TOTAL		5.716.698	5.700.000	0
CONSOLIDATED TOTAL		18.166.698	14.272.000	7.418.000
<u>Funding</u>		Budget 2013	Budget 2014	Budget 2015 (6 RFO's)
SUBSIDIES FED + CDE REVENUES				
EDF subsidy to the CDE budget		12.300.000	8.422.000	7.268.000
CDE receipts (estimate)		150.000	150.000	150.000
TOTAL		12.450.000	8.572.000	7.418.000
OTHER SOURCES OF FINANCING				
Management on behalf of third parties		5.716.698	5.700.000	0
TOTAL		5.716.698	5.700.000	0
TOTAL CONSOLIDE		18.166.698	14.272.000	7.418.000

ANNEX 1

**STATUS AS OF 04/09/2014
OF PSDPs AND PARTNERSHIP AGREEMENTS TO BE
FINANCED BY THE 2015 BUDGET**

CDE Work Programme and Budget 2015

Private Sector Development Programme in Côte d'Ivoire			
Partner	Government of the Republic of Côte d'Ivoire (CIV)		
Contribution (€)	CIV: 3.8 Millions	Convention	Signed the 02/11/2009
	CDE : 500.000		Duration : Thirty six months (36)
PROGRAMME DESCRIPTION			
Agreement with the CDE	To implement the Programme according to the « Partnership Convention »		
Specific Objectives : Contribute to :	<ul style="list-style-type: none"> - Strengthen the competitiveness of companies and in particular SMEs - Strengthen the capacities of intermediary organizations (IO) - Improve access to finance - Reinforce the capacity of the national expertise in the accompaniment of SMEs 		
Sectors of concentration	<ul style="list-style-type: none"> - Agriculture exports and foodstuffs, wood transformation, poultry and fish sectors - Buildings and public works - Information and communication technology (ICT) - Tourism and hospitality 		
EXPECTED RESULTS			
<p>The results expected from the programme are :</p> <ul style="list-style-type: none"> - Strengthening of the competitiveness of 150 companies - Improvement of the governance and management of companies - Strengthening of the capacities of intermediary organizations (IO) - Improvement of the growth and development of identified sectors/industry - Improvement of access to finance to SME - Reinforcement of the capacity of the national expertise in the accompaniment of SMEs. 			
PRESENT SITUATION			
<u>Organisational and administrative level</u>			
<ul style="list-style-type: none"> - In theory, the Convention has failed. Since the programme has not been officially re-launched and that the activities have already been organised, CDE has requested the advice from the EU Commission (EUC) to clarify if the Convention can still be considered as valid or not. - In a letter dated the 22/07/14, the EUC recommended that CDE quickly contact the Ivoirian authorities to find a solution in the pursuit of this partnership - As a reminder, CIV has already disbursed Euro 300.000 to CDE for the programme and an activity in favour of the bank sector has already been financed - The first Steering Committee of the programme took place on Friday the 16th May 2014 - The official launching of the programme took place on Friday 23rd May 2014 - The ministry of SME submitted a work programme to the CDE prepared by its services and followed-up by the CDE Technical Intervention Office (TIO) to utilise the available funds. 			
<u>At Operational level</u>			
<u>Completed activities</u>			
<ul style="list-style-type: none"> - Support to Financial organisations to facilitate access to investment credit for SME : Status 			

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- Organisation and meeting of the first Steering Committee
- Official launching of programme (23 May 2014).

Projects in Pipeline

- Support to Financial organisations to facilitate access to credit investment for SME : Implementation of recommendations (4 Financial establishments)
- Grouped assistance to three clusters of companies (30 SME targeted)
- Training of service providers to companies in the « CDE Diagnostic tool for enterprises» (10 SME targeted)
- Training of Eco energy service companies (10 SME targeted)
- Evaluation of technical assistance needed by Intermediary Organisations (10 SME targeted)

Other foreseen activities

- Advertising campaign on the programme for the first semester 2014
- Implementation of the work programme validated by the Steering Committee

BUDGET SITUATION

	CIV	CDE
Cumulative payments 2011-2013	7.337	5.900
Payments forecasts for 2014	0	142.000
Funding requirements for 2015	1.500.000	108.000
Funding requirements for 2016	511.000	100.000
Total	2.018.337	355.900

OPTIONS AND PERSPECTIVES

The Commission upholds that the programme is no longer valid. For the CDE, this programme can be considered to have administratively started. It has been an object of several exchanges of letters between the Ivoirian authorities which can be considered as administrative stages of start up and the preparation and activities as well as an activity which was financed from the funds of the Ivoirian contribution.

A letter received from the Commission dated the 22/07/14 recommends that the CDE contact CIV to find a solution which is convenient to the two parties in the pursuit of the partnership.

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Support to quality and the development of exportations			
Partner	Delegation of the European Union (DEU) in Democratic Republic of Congo (DRC)		
Contribution (€)	DEU : 1,76 Millions	Convention	Signed the 09//2012
	CDE : 0		Duration : thirty s months (30)
PROGRAMME DESCRIPTION			
Agreement with the CDE	To implement the program entitled " <i>Support to quality and the development of exportations</i> " of coffee and cocoa.		
Specific Objective	To strengthen the position on the export market of the coffee and cocoa sectors		
Sectors of concentration :	<ul style="list-style-type: none">- Coffee sector- Cocoa sector		
EXPECTED RESULTS			
The expected results are :			
<ul style="list-style-type: none">- Strengthening of the technical and management capacities of Associations of producers, cooperatives and Intermediary Organisations in the cocoa and coffee sector.- Improvement of production of existing plantations.- Improvement of exported products by adapting performing techniques, acquiring equipment and constructing appropriate infrastructure- Access to effective planting material to ensure the renewal and extension of plantations- Obtaining certification or the label «fair trade» or «bio» or a geographical indication of the production of marketed cocoa			
PRESENT SITUATION			
<u>At the Organisational and Administrative level</u>			
<ul style="list-style-type: none">- In consultation with the DEU, CDE subcontracted the implementation of the two components of the program to CAFE-AFRICA (for coffee) and TRIAS (for cocoa).- Once these contracts were signed, the activities of the PMU setup by CDE were audited and closed on 17/11/2013.- The Regional office of CDE has fully taken the daily management of this program since then.- The CDE ensures the implementation in accordance with the addendum to the Convention signed in November 2013			
<u>At the operational level</u>			
In accordance with the CDE contractual obligations, the financial and technical realisation of the project were presented to the European Union Delegation of Kinshasa on the 26 th of March 2014.			
<ul style="list-style-type: none">- COCOA sector: A « cost-sharing contract » was signed with the NGO TRIAS on the 12th of July 2013 for a period of 19 months. The contribution from the AIDCOM funds managed by CDE was 567.000 € (57%).- COFFEE sector: A « cost-sharing contract » was signed with the NGO CAFE-AFRICA on the 5th of December 2013, for a period of 14 months. The contribution from the AIDCOM funds managed by CDE			

was 566.432 € (57%).

Cocoa sector

Main activities

The project was structured around 5 main actions :

- Action 1 : strengthening of the capacity of 4 cooperatives in the regions of « Maïdombe » and the region of « Bas-Congo »;
- Action 2 : improvement of the production of plantations ;
- Action 3 : adapting performing techniques, acquiring equipment and constructing appropriate infrastructure;
- Action 4 : the certification « Flo » or the label obtention of « BIO »;
- Action 5: organisation and coordination of the project.

Operational implementation

The activities are generally working according to the foreseen planning. The majority of the activities have already started and are planned to be finalised by January 2015. An external financial audit was undertaken in June 2014, which will permit the second payment to be made to TRIAS before the end of the month of July 2014.

All the foreseen activities for the programme will be realised from now until the end of the project on 31 January 2015, except for the certifications “FLO” et “BIO” which will only be possible once the cocoa trees have produced their fruits, that is not before 2017.

Coffee sector

Main activities

The activities of the programme are structured around 3 actions mainly in four (04) provinces: Equateur, Orientale, Bandundu et Bas Congo:

- Action 1 : Improvement of farm productivity and of the quality of the crop by adopting good agricultural practices (BPA), by using performing vegetal substances and by regenerating of coffee trees;
- Action 2 : strengthening the organisational capacities of grower associations as well as intermediary organisations of the coffee sector ;
- Action 3: Improvement of the quality of exported products with the introduction in the use of modern equipment adapted for the treatment of coffee in the context of the province.

Operational implementation

The activities of the programme are globally going as planned. The majority of the activities have started or are planned in the short term. The two programmed actions will be realised from now until 31 January 2015. The findings of the improvement of the quality of exported products will only be effective when the crops would have produced their fruits that is in 4 to 5 years.

BUDGET SITUATION

	DUE, DRC	CDE
Cumulative payments 2011-2013	1.001.368	0
Payments forecasts for 2014	353.710	0
Funding requirements for 2015	0	0

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Funding requirements for 2016	0	0
Total	1.355.078	0

OPTIONS AND PERSPECTIVES			
<p>The improvement of the quality of the products in the coffee and cocoa sector in DRC are pertinent, and the process utilized can be duplicated for other commodity products of the country.</p> <p>The National authorising officer of EDF is interested in this approach, and might be willing to follow this experience in the context of the XI EDF NIP for the DRC.</p>			
Private Sector Development Programme in Cameroon (PADSP)			
Partner	Government of Cameroon (CAM)		
Contribution (€)	CAM : 2.9 M€	Convention	Signed on 10/2013
	CDE : 0.5 M€		Duration : thirty (36) six months
	Autres : 5.5 Millions	Still to be identified (NIP and RIP)	

DESCRIPTION OF PROGRAMME	
Agreement with CDE	To implement the program according the "partnership convention".
Specific Objectives	To develop the competitiveness and economic performance of SMEs by promoting seven "clusters" in sectors with high added value and the main productive territories.
Sectors of concentration	<ul style="list-style-type: none"> - Agriculture export and foodstuffs, wood transformation, livestock sector - Buildings and public works - Information and communication technology (ICT) - Tourism and hospitality - Industrial maintenance and mechanical manufacture

EXPECTED RESULTS	
<p>The expected results are:</p> <ul style="list-style-type: none"> - Strengthening of the competitiveness of enterprises, - Improvement of the governance and management of the enterprises, - Strengthening of the capacities of Intermediary Organisations (OI), - Growth/development of identified sectors, - Improvement in the access to finance for SME/SMI, - Strengthening of the capacities of the national expertise in the accompaniment of SME/SMI 	

PRESENT SITUATION	
<u>At the Administrative and Organisational level</u>	
<p><u>Activities realized to date</u></p> <p>The CDE has:</p> <ul style="list-style-type: none"> - Set up management and supervision structures; - recruited "France CLUSTER" (FCL) for the management of the programme; - lease signed for the offices to house the management team since the 1st of October 2013; - market consultation launched for works and purchases of equipments for the Programme Management Unit (PMU); - organized the meeting of two coordination committees and three inter-sector committees; 	

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- organized an information and awareness meeting for potential beneficiaries;
- helped to select the first 4 clusters to support in 2014-2015;
- launched the call for expression of interests for the 4 first clusters from IO beneficiaries as well as from sector consultants.

The Government has:

- transferred an amount of 297.275 € on the account of the programme as their contribution for 2013

Foreseen activities or on-going

- Evaluation and selection of IO to consult for the first clusters in August 2014;
- Launching for the call of projects for the IO of the first clusters in August 2014;
- Selection and training of consultants who will assist the first clusters in September 2014
- Signing of the first IO contracts of assistance of the first clusters in October 2014 and start up of collective projects before the end of 2014;
- Preparation and holding of meetings of the supervisory bodies in November and December 2014

Comments

According to the Regional Head, consultations are ongoing with the Government for the transfer of 914.000€ for the year 2014. Furthermore, a letter from the Minister of Economy, planning and land of Cameroon (ON FED) has requested the competent services to explore the possibility of including the PSDP among the priority programmes for the 11th EDF.

At the operational level

Pending the availability of funds,

- Preparation of reference documents for the 4 first clusters,
- Launching of the wood cluster in September 2014;
- Selection of three other clusters before the end of 2014;
- Launching of the selection for the training of cluster facilitators in September 2014

BUDGET SITUATION

	CAM	CDE
Cumulative payments 2011-2013	0	144.876
Payments forecasts for 2014	914.000	166.000
Funding requirements for 2015	1.000.000	133.000
Funding requirements for 2016	566.000	100.000
Total	2.480.000	543.876

OPTIONS AND PERSPECTIVES

The other 5.5 million Euros to complete the budget for the programme could be mobilised by Cameroon in the context of the NIP XI EDF. It would be necessary however that the reservation made by the EC to the EUD in Yaoundé on the future

of the CDE be lifted. Furthermore, the government has envisaged to finance from its own resources the missing funds, if need be.

Finally, the approach “cluster” adopted for the programme is followed closely by other partners in the context of the measures of accompaniment of the EPA looking to improve the competitiveness of economy of the country.

The experience acquired by the CDE in the implementation of this project could be useful to both the government (which intends to create a development agency of SMEs) and other partners (AFD, UNIDO)

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Programme for the Reinforcement of Entrepreneurial and Commercial Capacities in the Congo (PRECC)			
Partner	Delegation of the European Union (DEU)Congo Brazzaville		
Contribution (€)	DEU : 4,0 Millions	Convention	Signed on 03/2014
	CDE : 1.1 Million		Duration : thirty (36) six months
DESCRIPTION OF PROGRAMME			
Agreement with CDE	to implement components 2 and 3 of PRCCE.		
Specific objectives	<ul style="list-style-type: none"> - Improve the capacity of administrations to define and implement sector policies and develop a business climate conducive to the development of small and medium sized enterprises and very small enterprises (SME/SMME); - Support the sustainable development of SME-SMME. 		
Sectors of concentration	<ul style="list-style-type: none"> - Agro-business, wood transformation, Iron - Sub-contracting - Building and material construction - Logistics : port cluster, airport cluster - Energy Efficiency - Information and communication technology (E-Learning and E-Health) - Green business and environment 		
EXPECTED RESULTS			
<u>Component 2 : Support to improve the business climate</u>			
<ul style="list-style-type: none"> - Public/Private Dialogue (PPD) is facilitated and organised in a systematic and formal manner - Improvement of the relationships between the government, parliamentarians, those elected locally and the private sector by bringing the partners to understand each other and fulfil their obligations - Professional organisations and the private sector platform (created in 2010) are armed with analysis capacities and sufficient proposals to ensure that the private sector can generally contribute efficiently to PPD. 			
<u>Component 3 : Support to sustainable development of SMME (adapted external support and accompaniment services)</u>			
<ul style="list-style-type: none"> - Reinforcement of groupings/professional associations and associated support organisations/technical ministries to be able to offer their members/adherents/ a number of services related to their own mandates. Their cooperation and coordination is also reinforced. - Non financial market support services to SME/SMME are enriched and developed sustainably : request and support offer meet, the proposed services requested by the beneficiaries and the professional groupings are reinforced in quantity, diversity and relevance. 			
PRESENTATION SITUATION			
At the Organisational and administrative level			

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- «ACE International» was recruited as team leader of the PMU.
- Procurement of equipment and other rentals of offices are underway
- The steering committee has been updated and approved by all stakeholders.
- A decentralized project committee (DPC) has to be put in place before the launching of activities
- The production of the project "manual of Administrative procedure, financial and operational" is being finalized.

At the operational level

Activities realised :

- The RFO made an official presentation to the European Union Delegation in Brazzaville of the action plan and 2014 budget in April 2014.
- CDE and contractor mission in Brazzaville and Pointe Noire to present the programme to actors in the private sector, public and private partners and the EUD in March 2014.

-
According to the RFO, the foreseen activities (to be approved by the DPC) and which will be realised within the next 3 months are :

- Launching of the study on the conception and putting in place of a voucher-service system;
- Training preparation for the training of 20 Consultants on the utilisation of the CDE Diagnostic tool (10 in Brazzaville and 10 in Pointe Noire) in August and September 2014;
- Mapping of the private sector and of IO of Congo in September 2014
- Launching of call for proposals for clusters from October 2014

BUDGET SITUATION

	DUE, CON	CDE
Cumulative payments 2011-2013	0	68.114
Payments forecasts for 2014	1.100.000	190.000
Funding requirements for 2015	1.100.000	300.000
Funding requirements for 2016	1.100.000	270.000
Total	3.300.000	828.114

OPTIONS AND PERSPECTIVES

The programme will permit the private sector of Congo to make a qualitative leap both in the domain of private-private Dialogue and in the improvement of competitiveness of SME in the country. The "cluster" approach will enable the IO and other representatives of the private sector to experiment a solution which is suited to the constraints of the country and to a harmonious development of SME.

It would be opportune to envisage the ways and means to secure this project, all the more that the public authorities of the private sector are ready to follow closely the implementation of the programme in order to take over in time, with more consequent means.

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Private Sector Development Programme, Botswana			
Partner	European Union Delegation (DEU) of Botswana		
Contribution (€)	DEU: 2.3 Millions	Convention	Signed on 16/03/2013
	CDE : 500.000		Duration : thirty (36) six months
DESCRIPTION OF PROGRAMME			
Agreement with the CDE	Implement the programme according to the contribution agreement between the EU delegation and the CDE		
Specific objectives	<ul style="list-style-type: none"> - Stimulate and support the growth and diversification of private sector investment, trade and regional integration. - Strengthen the capacity of institutions and human resources that support the private sector. 		
Sectors of concentration	<ul style="list-style-type: none"> - Manufacturing sector including agro-industry - Tourism - Construction and public works - Information and communication Technology and 		
EXPECTED RESULTS			
The expected results are :			
<ul style="list-style-type: none"> - Reinforced capacity and competitiveness of SMME and Intermediary organisations including value chains in a number of chosen sectors - Enhancement of service delivery of targeted IOs and Business Development service providers (BDSPs) - Improved Business environment for enterprises. 			
PRESENT SITUATION			
<u>At the Organisational and Administrative level</u>			
<ul style="list-style-type: none"> - The PMU is in place and disbursements are in accordance with the modalities of the Convention - The implementation is ongoing according to the work plan approved by the parties of the programme. The adoption of a decentralised project committee for the evaluation and approval of projects for which the contribution of the programme is above 30.000 €. 			
<u>At the operational level</u>			
<u>Activities undertaken to date :</u>			
A number of activities have been implemented :			
<ul style="list-style-type: none"> - 100 SME selected in the priority sectors and could benefit from the support of the programme to reinforce their competitiveness - Audit of SME launched with the IOs and the trained local experts - New constitution of BOCCIM defined, permitting it to play the coordination role for the private sector - Partnership ongoing between BOCCIM and the EU chambers of Commerce to reinforce business relations between Botswana and the EU - Elaboration of an action plan in order to reinforce the capacities of " a consultative group for the facilitation of business" at the Ministry of Commerce and Industry (MTI) - Other completed activities include workshops on the procurement procedures, the CDE audit tool for SME, and financial support to "Botswana Investment Trade Center" (BITC) for forum "Global Expo Botswana 2013". 10 PME and IO EU had the occasion to participate at this event. 			
<u>On-going activities</u>			
<u>Study on the value chains and on an information system for the SME</u>			
<ul style="list-style-type: none"> - Analysis of the value chains in the « structured » sectors (beef, horticulture and tourism) - Analysis of emerging value chains (poultry, goat rearing, piggyery, dairy products and leather) 			

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- Partnership ongoing between BOCCIM and the EU chambers of Commerce to reinforce business relations between Botswana and the EU
- Preparation of an information system on the local market, regional and international "market intelligence information system" which will be run by BOCCIM
- Study on opportunities of agro products with added value (honey and marula)

Improvement of service delivery of IOs

- Training of BITC, BOCCIM, BEMA, LEA, BNPC, BIDPA, CEDA in the area of auditing of SME
- Support to BITC in context of an export support programme
- Collaboration with CEDA to put in place a micro credit facility and innovative solutions for the financing of SME
- Partnership with "TBT programme" which reinforces the capacity of BOBS (Bureau of standards) for the activities linked to "quality and certification of SME"

Improvement of the business environment

- Enhancement of the capacities of the "Trade Facilitation Consultative Group" »
- Policy elaboration of a microfinance strategy framework
- Development project and implementation of innovative financing solutions for SMME
- Review of registration procedures and analysis of the taxation costs

Management and visibility of programme

- Recruitment of a service provider for the conception of a programme evaluation follow-up
- Recruitment of a service provider for the conception and implementation of communication and visibility plan
- Collaboration with to BITC for the forum « Global Expo Botswana 2014 »

BUDGET SITUATION

	DUE, BOT	CDE
Cumulative payments 2011-2013	90.838	198.738
Payments forecasts for 2014	1.497.353	119.724
Funding requirements for 2015	319.000	172.000
Funding requirements for 2016	0	100.000
Total	1.907.191	590.462

LESSONS AND PERSPECTIVES

- An efficient monitoring system to respect the terms of reference of the planning and the programme
 - Close collaboration and communication with the actors implicated in the programme (EU delegation, Ministry of Trade and industry, Ministry of Finance, BOCCIM)
- Enhancement of the capacities of the IO and the local experts in the domain of the utilisation of CDE tools (SME Audit, Business Plan)
 - Relevant methods for the analysis of value chains and of their development in the sectors of beef, tourism, horticulture and agro products with added value. This method is based on detailed analysis of the lead actors in the chain value and their implication in the appropriate action plan definitions of reinforcement of their capacities.
- mobilisation of the EU and Botswana network (Belgium chambers, Paris Chambers of Commerce who intervene in the reinforcement of the capacities of BOCCIM)
 - Support to the Ministry of Trade and Industry and the Ministry of Finance to put in place a policy on micro credit. In this regard, the EIB should open before end of 2014 a micro - finance credit facility in Botswana
- The PSDP is a framework for mobilising additional funds to support the private sector (Chanel foundation) and partners (Technoserve financed by Angol America which manages a support project to SME in Botswana and AMSCO a programme managed by SFI are interested in a partnership with the PSDP)

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Women Entrepreneurship Development (WED) Group			
Partner	Chanel Foundation, France (CFC)		
Contribution (€)	CFC: 346.000	Convention	Signed on 16/03/2013
	CDE : 0		Duration : Thirty (36) six months
DESCRIPTION OF PROGRAMME			
Agreement with CDE	This programme will be implemented in the framework with the one financed by the DEU Botswana		
Specific objectives	Contribute to women entrepreneurship development		
Sectors and areas of concentration	<ul style="list-style-type: none"> - Manufacturing sector - Textile - Services 		
EXPECTED RESULTS			
The expected results are :			
<ul style="list-style-type: none"> - Facilitate access to finance to companies owned by women and women led association organisations - Development of competent human resource management and staff development - Facilitate market access to companies owned by women and women led associated organisations - Improve service delivery of targeted IOs and service providers support to companies led by women (BDS) 			
PRESENT SITUATION			
<u>At the organisational and administrative level</u>			
<ul style="list-style-type: none"> - The programme is managed by the management unit of the private sector development programme of Botswana - The implementation is ongoing in accordance with the work plan approved by the stakeholders involved. 			
<u>At operational level</u>			
<u>Completed activities</u>			
<ul style="list-style-type: none"> - Communication and promotion of the programme - SME audits - Launching of grouped training (business management) 			
<u>In the process of commitment</u>			
<ul style="list-style-type: none"> - Individual coaching of SMEs based - Technical assistance on certification and the normalisation of products. 			
BUDGET SITUATION			
	F. Channel	CDE	
Cumulative payments 2011-2013	29.087	0	
Payments forecasts for 2014	115.000	0	
Funding requirements for 2015	115.000	0	
Funding requirements for 2016	115.831	0	
Total	374.918	0	
LESSONS AND PERSPECTIVES			
<ul style="list-style-type: none"> - A Steering Committee composed of Botswana organisations supporting women entrepreneurs - Strong Collaboration and communication with the Chanel Foundation ready to bring from Paris complementary support to women entrepreneurs - CDE tools (SME audit, business plan). Consequently the IO are associated in the 			

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capacity building of SME..			
Programme for the reinforcement of the capacity of the association of the road maintenance and construction sectors of Haïti			
Partner	Delegation of the European Union		
Contribution (€)	EUD : 257.000	Convention	Signed on 23/04/2014
	CDE : 267.000		Duration : twenty four (24) months
DESCRIPTION OF PROGRAMME			
Agreement with CDE	Implementation of the programme in accordance with the Partnership agreement: <ul style="list-style-type: none">- The CDE will sign a contract with AHEC, who will be the beneficiary of the programme.- Specifically, the programme will be implemented under the management of the CDE and the supervision of the Executive board of AHEC.		
Specific objectives ; Contribute to	<ul style="list-style-type: none">- Capacity building of the Haïtien association of construction enterprises (AHEC)- Capacity building of the enterprises by training and coaching		
Sectors of concentration	<ul style="list-style-type: none">- Buildings and public works- Road maintenance		
EXPECTED RESULTS			
The programme has two components : <ul style="list-style-type: none">- One component: "Support to AHEC" to help it to coordinate and manage the programme and assist its members.- One component: "Training and Coaching of SE", the training is for forty (40) enterprises of AHEC, and the coaching for those interested.			
PRESENT SITUATION			
<u>At the organisational and administrative level</u> <ul style="list-style-type: none">- The finance agreement was signed on the 23 April 2014- The Steering Committee and the consultative council are in place since July 2014, with the first meeting scheduled for October/November 2014- The subvention contract is signed with AHEC to recruit a local coordinator and organise the logistics for the trainings.- The recruitment of the Technical coordinator and the facilitators/trainers is in process.			
<u>At operational level</u> <ul style="list-style-type: none">- The official start of the programme took place on the 1st of June 2014- An Economic mission is scheduled for the end of July 2014.			
BUDGET SITUATION			
	DUE, HAI	CDE	
Cumulative payments 2011-2013	0	9.900	
Payments forecasts for 2014	257.000	140.100	
Funding requirements for 2015	0	117.000	
Funding requirements for 2016	0	0	
Total	257.000	267.000	
OPTIONS AND PERSPECTIVES			

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The CDE manages the programme for the EUD Haiti. AHEC or another structure may take over once all the budget commitments of CDE are made.

ANNEX 2

DETAILED BUDGET 2015

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TITLE I: STAFF EXPENSES

Chapter 11: Statutory Staff

Article	Heading	Commitments 2013	Budget 2013	Budget 2014	Budget 2015
111-112	Salaries and Social charges	3.259.700	3.400.000	3.390.000	2.760.000

Budget Items

1 SALA	Gross salaries (SAL)			2.400.000	1.950.000
2 SSCO	Social security contributions (SSC)			990.000	810.000
	Total		-	3.390.000	2.760.000

Headquarter's Head count

Level	Post	Headquarters' Budget 2015	Headquarters' Budget 2015	Actual Headquarter's 15/07/2014 (1)	Chefs RFO budget 2014 (1)	Heads of RFO's Budget 2015 (1) (3)	Actual Heads of RFO's 15/07/2014 (1)	Budget total 2014	Budget total 2015 (4)	Total Actual 15/7/2014
1A	Director (2)	1	0	0	0	0	0	1	0	0
1B	Deputy Director	0	0	0	0	0	0	0	0	0
	Sub total	1	0	0	0	0	0	1	0	0
2A	Principal Expert	1	1	1	0	0	0	1	1	1
2B	Principal Expert	4	5	3	3	1	3	7	6	6
2C	Expert	2	2	2	1	1	1	3	3	3
2D	Expert	3	1	2	0	0	0	3	1	2
	Sub total	10	9	8	4	2	4	14	11	12
3A	Principal Assistant	3	3	3	0	0	0	3	3	3
3B	Assistant	5	5	5	0	0	0	5	5	5
3C	Secretary	1	1	1	0	0	0	1	1	1
	Sub total	9	9	9	0	0	0	9	9	9
4A	Technical support staff	1	1	1	0	0	0	1	1	1
Total (2RFO's)		21	19	18	4	2	4	25	21	22

Notes

(1) Heads of RFO on Headquarter's payroll

(2) Director position is occupied by a consultant

(3) The RFO's CAR, EAF, WAF and PAC been closed in 2015 the Heads of RFO's PAC and WAF will not be recruited and Head of EAF RFO will be repatriated to Headquarter's

(4) There 3 Expert posts (Com, Accountant and Head of RFO CAM) with a Fixed term contract arriving to an end on first quarter of 2015. Com post will not be renewed.

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TITLE I: STAFF EXPENSES

Chapter 11: Statutory Staff

Article	Heading	Commitments 2013	Budget 2013	Budget 2014	Budget 2015
113	Allowances	462.563	610.000	610.000	465.000

Budget Items

				<u>2RFO</u>
1 AEDR	Education allowance and registration fees (AER)		220.000	187.000
2 AHOL	Periodic home leave (AHL)		80.000	68.000
3 APAA	Allowances for staff assigned as heads of regional offices (APA)		300.000	200.000
4 AMIS	Miscellaneous (AMS)		10.000	10.000
Total			-	610.000
				465.000

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TITLE I: STAFF EXPENSES

Chapter 11: Statutory Staff

Article	Heading	Commitments 2013	Budget 2013	Budget 2014	Budget 2015
114	Other Expenses related to statutory staff & provision	4.343.237	4.111.000	325.000	230.000

Budget Items

	<u>Training</u>			<u>2RFO</u>
1 TITR	IT Training (TIT)	10.000	10.000	10.000
2 AHOL	Foreign language courses (TFL)	5.000	5.000	5.000
3 APAA	Other training courses (TOT)	20.000	20.000	20.000
	<u>Expenses for staff integration</u>			
4 ESIC	Staff Committee and other staff integration activities (ESC)	5.000	5.000	5.000
	<u>Expenses related to departure and recruitment</u>			
5 DRDE	Departure (transport and removal expenses, reinstallation allowa	70.000	70.000	100.000
6 DRNP	Filling new or vacant posts (recruitment costs, transport and remc	15.000	15.000	-
7	Recruitment of the Director and Deputy Director	50.000	50.000	-
8	Provision indemnity ex staff	3.936.000	150.000	90.000
	Total	4.111.000	325.000	230.000

CDE Work Programme and Budget 2015

TITLE I: STAFF EXPENSES

Chapter 12 : Temporary assistance and seconded experts

Article	Heading	Commitments 2013	Budget 2013	Budget 2014	Budget 2015
121	Temp. Assistance & Seconded experts	218.500	163.000	281.000	100.000

Budget Items

1 TSNA	Temporary assistance		163.000	281.000	100.000
2 EXSE	Experts on secondment from or exchanged with other organisations		0	-	-
TSN	Trainees		0	-	-
Total			163.000	281.000	100.000

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TITLE II: HEADQUARTERS' RUNNING COSTS

Chapter 21: Headquarter' Running costs

Article	Heading	Commitments 2013	Budget 2013	Budget 2014	Budget 2015
211	Office rental and incidental expenses	331.050	350.000	350.000	350.000

Budget Item

1 ORPS	Offices and parking spaces (OPS)	195.000	195.000	195.000
2 ORPT	Property, regional and local taxes (OPT)	52.000	52.000	52.000
3 ORMB	Building (common charges) (OMB)	70.000	70.000	70.000
4 ORMC	Utilities, office repair and maintenance (OMC)	23.000	23.000	23.000
5 ORPC	Partitioning, cabling, etc. (OPC)	5.000	5.000	5.000
6 ORMS	Miscellaneous (OMS)	5.000	5.000	5.000
Total		350.000	350.000	350.000

CDE Work Programme and Budget 2015

TITLE II: HEADQUARTERS' RUNNING COSTS

Chapter 21: Headquarter' Running costs

Article	Libellé	Commitments 2013	Budget 2013	Budget 2014	Budget 2015
212	Other Running Expenses	136.597	190.000	190.000	160.000

Postes Budgétaires

	<u>Mobilier et équipements</u>			
1	PFEQ Purchase of furniture and equipment (PFE)	5.000	5.000	5.000
2	RPHQ Rental of photocopiers and other office machines (RPH)	20.000	20.000	20.000
3	RCLS Rental of the clocking system (RCL)	0	0	0
4	RTEI Rental of the telephone installation (RTI)	4.000	4.000	4.000
5	MFEQ Repair and maintenance of furniture and equipment (MFE)	5.000	5.000	5.000
6	MPCI Petrol, car maintenance and insurance (MPC)	16.000	16.000	12.000
7	RDOC Replacement of one office car (ROC)	0	0	0
8	RMIS <u>Miscellaneous furniture and equipment (RMS)</u> <u>Miscellaneous running costs</u>	3.000	3.000	3.000
9	MSTA Stationery and office supplies (MST)	15.000	15.000	12.000
10	MTEF Telephone, fax (MTE)	32.000	32.000	22.000
11	MPOE Postage & delivery (MPE)	17.000	17.000	16.000
12	MBEL Banking charges and exchange rate losses (MBE)	15.000	15.000	10.000
13	MTRC Translation costs (MTR)	15.000	15.000	15.000
14	MLEC Legal consultation costs not related directly to staff matters (ML	0	0	0
15	Electricity	0	0	0
16	Security	0	0	0
17	MMIS <u>Miscellaneous running costs (MMS)</u> <u>Representation expenses</u>	23.000	23.000	21.000
18	EERE Representation expenses (EER)	20.000	20.000	15.000
Total		190.000	190.000	160.000

CDE Work Programme and Budget 2015

TITLE II: HEADQUARTERS' RUNNING COSTS

Chapter 21: Headquarter' Running costs

Article	Heading	Commitments 2013	Budget 2013	Budget 2014	Budget 2015
213	Miscellaneous consultants, legal expenses and external audit	221.350	196.000	196.000	725.000

Postes Budgétaires

1 CCON	Miscellaneous consultants (CCO)	0	0	500.000
2 LECE	Legal expenses (LCE)	121.000	121.000	150.000
3 EXAF	External audit: fees (EXA)	75.000	75.000	75.000
Total		196.000	196.000	725.000

CDE Work Programme and Budget 2015

TITLE II: HEADQUARTERS' RUNNING COSTS

Chapter 21: Headquarter' Running costs

Article	Heading	Commitments 2013	Budget 2013	Budget 2014	Budget 2015
214	Executive Board	216.600	220.000	220.000	220.000

Postes Budgétaires

1 EBME	Board meetings and missions to supervise Directorate	220.000	220.000	220.000
	Total	220.000	220.000	220.000

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TITLE II: HEADQUARTERS' RUNNING COSTS

Chapter 22 : Communication and computer services

Article	Heading	Commitments 2013	Budget 2013	Budget 2014	Budget 2015
221	Promotion and communication activities	122.303	123.000	123.000	25.000

Postes Budgétaires

1 PRCA	Activities related communication ans public relations	123.000	123.000	25.000
Total		123.000	123.000	25.000

CDE Work Programme and Budget 2015

TITLE II: HEADQUARTERS' RUNNING COSTS

Chapter 22 : Communication and computer services

Article	Heading	Commitments 2013	Budget 2013	Budget 2014	Budget 2015
222	Computer services	126.204	170.000	170.000	95.000

Postes Budgétaires

1	CSLS	Software licences (CSL)	40.000	40.000	40.000
2	CSIN	Internet, Intranet (CSI)	15.000	15.000	15.000
3	CSDE	Decentralisation (CSD)	0	0	0
4	CSND	New software (CSN)	50.000	50.000	5.000
5	CSPI	Programme and project management (CSP)	35.000	35.000	20.000
6	CSHA	Hardware (CSH)	30.000	30.000	10.000
7	CSFS	Maintenance of the new systems (CSF)	0	0	0
8	CSMS	Miscellaneous (CSM)	0	0	5.000
Total			170.000	170.000	95.000

TITLE III: TECHNICAL SUPPORT AND OPERATIONS MANAGEMENT

Chapter 31 : Quality management and missions

Article	Heading	Engagements 2013	BUDGET 2013	BUDGET 2014	BUDGET 2015
311	Quality management and evaluation	0	161.000	161.000	100.000

TITLE III: TECHNICAL SUPPORT AND OPERATIONS MANAGEMENT

Chapter 31 : Quality management and missions

Article	Heading	Engagements 2013	BUDGET 2013	BUDGET 2014	BUDGET 2015
312	Missions	119.459	100.000	100.000	100.000

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TITLE III: TECHNICAL SUPPORT AND OPERATIONS MANAGEMENT

Chapter 33: Decentralisation

Article	Heading	Engagements 2013	BUDGET 2013	BUDGET 2014	BUDGET 2015
331	Regional offices	1.118.828	1.121.400	1.121.400	72.250

Budget Item

1	RCOF	Running costs (BRC)	501.900	525.300	<u>2RFO</u> 17.750
2		Support staff recruited locally (BRS)	614.100	596.100	54.500
3		Seconded experts and trainees (BRE)			
			1.116.000	1.121.400	72.250

RFO Running expenses breakdown

	EAF	SAF	CAF	WAF	CAR	PAC	Total	Budget 2014	%/2014
Staff	106.000	86.000	70.000	105.000	54.500	40.500	462.000	585.000	-21%
Vehicles	2.500	5.000	5.000	2.500	2.500	2.000	19.500	57.700	-66%
Communications & IT	7.500	20.500	13.000	4.500	2.000	7.250	54.750	99.400	-45%
Missions	0	5.000	10.000	-	3.500	-	18.500	164.000	-89%
Office rent	18.000	0	0	-	7.500	7.000	32.500	73.500	-56%
Miscellaneous	13.500	8.500	20.500	9.000	1.500	2.250	55.250	97.300	-43%
Investment	0	18.000	3.500	1.500	750	1.750	25.500	44.500	-43%
Total ART 331	2RFO's	147.500	143.000	122.000	122.500	72.250	60.750	668.000	1.121.400 -40%

TITLE III: TECHNICAL SUPPORT AND OPERATIONS MANAGEMENT

Chapter 33: Decentralisation

Article	Heading	Commitments 2013	BUDGET 2013	BUDGET 2014	BUDGET 2015
332	Local operational network	191.275	0	234.600	234.600

Local network expenses breakdown by region

	Budget 2013	%	Budget 2014	%	Budget 2015 (2RFO's)	%
CAR	30.550	13%	30.000	13%	10.000	50%
CAF	35.250	15%	49.600	21%	-	0%
EAF	49.350	21%	50.000	21%	-	0%
SAF	32.900	14%	40.000	17%	-	0%
WAF	54.050	23%	50.000	21%	10.000	50%
PAC	32.500	14%	15.000	6%	-	0%
Total	234.600	100%	234.600	100%	20.000	100%

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TITLE IV: OPERATIONS

Article	Heading	Budget 2013	Budget 2014	Budget 2015	
CHAP. 41	GENERAL SUPPORT ACTIVITIES	0	0	0	
ART. 411	ad hoc studies and publications	0	0	0	
ART. 412	meetings, technical seminars and entrepreneur missions	0	0	0	
	SUB-TOTAL	0	0	0	
CHAP. 42	DIRECT ASSISTANCE				
ART.421	technical expertise	0	0	0	
ART. 422	support to intermediary organisations and service providers	0	0	0	
ART. 423	support to enterprises direct & via intermediary organisations	0	0	0	
ART. 424	support to individual enterprises	0	0	0	
ART. 499	General support activities	0	0	0	
	SUB-TOTAL	0	0	0	
CHAP. 43	PSDP implementation				
ART. 431	cost of studies	0	0	0	
ART. 432	PSDP - management costs	1.300.000	1.100.000	1.400.000	
	SUB-TOTAL	1.300.000	1.100.000	1.400.000	
TITLE IV	TOTAL TITLE IV	1.300.000	1.100.000	1.400.000	

CDE Work Programme and Budget 2015

TITLE IV: OPERATIONS

Breakdown by Article and topic

	411	412	421	422	423	431	432	499	Total
Access to finance	0	0	0	0	0	0	0	0	0
Access to markets	0	0	0	0	0	0	0	0	0
Competitiveness enhancement	0	0	0	0	0	0	0	0	0
PSDP's Management	0	0	0	0	0		1.400.000	0	1.400.000
Assistances	0	0	0	0	0	0	0		
Total	0	0	0	0	0	0	1.400.000	-	1.400.000

Breakdown by Article and region

	411	412	421	422	423	431	432	499	Total
EAF	0	0	0	0	0	0	0	0	0
SAF	0	0	0	0	0	0	272.000	0	272.000
CAF	0	0	0	0	0	0	803.000	0	803.000
WAF	0	0	0	0	0	0	208.000	0	208.000
CAR	0	0	0	0	0	0	117.000	0	117.000
PAC	0	0	0	0	0	0	0	0	0
All Regions	0	0	0	0	0		0		0
Total	0	0	0	0	0	0	1.400.000	0	1.400.000

		Total envelope foreseen			2011-2013* payments and forecasts in 2014				Funds needed for 2015 and 2016					
		Donor		CDE	Payments 2011-2013*		Forecast payments in 2014		Funds needed in 2015		Funds needed in 2016		Total 2015-2016	
Region	Ref du Programme	Total forecast	Funds received	Total forecast	Bailleurs	CDE	Bailleurs	CDE	Bailleurs	CDE	Bailleurs	CDE	Bailleurs	CDE
WAF	UEMOA	9.700.000	1.305.835	654.000	695.129	300.575	1.792.000	69.000	0	0	0	0	0	0
	Côte d'Ivoire	3.811.225	300.000	500.000	7.337	5.900	0	142.000	1.500.000	108.000	511.000	100.000	2.011.000	208.000
CAF	AIDCOM, RDC	2.500.000	1.355.078	0	1.001.368	0	353.710	0	0	0	0	0	0	0
	PRCCE Congo	4.300.000	1.368.000	1.100.000	0	68.114	1.100.000	190.000	1.100.000	300.000	1.100.000	270.000	2.200.000	570.000
	Cameroon	2.866.042	297.276	500.000	0	144.876	914.000	166.000	1.000.000	133.000	566.000	100.000	1.566.000	233.000
SAF	Botswana	2.300.000	1.605.900	500.000	90.838	198.738	1.497.353	119.724	319.000	172.000	0	100.000	319.000	272.000
	Fondation Chanel	345.831	160.000	0	29.087	0	115.000	0	115.000	0	115.831	0	230.831	0
CAR	Haiti	257.000	0	267.000	0	9.900	257.000	140.100	0	117.000	0	0	0	117.000
Total		26.080.098	6.392.089	3.521.000	1.823.759	728.104	6.029.063	826.824	4.034.000	830.000	2.292.831	570.000	6.326.831	1.400.000

25%

Remarques

Donor stands for partners namely UEMOA, Côte d'Ivoire Government, UE Commission, ...

Payments 2011-2013*: Actual payments from 2011 to 2013

UEMOA programme suspended in April 2014

CV programme still under discussion. Budget forecasts based on the assumption to restart that programme.

It is needed to commit in 2015 the activities for 2015 and 2016