



ECOWAS Peace Fund 5-Year Strategic Plan (2024-2028)

November 2023

Elaborated with the support of the European Union

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The 5-year **2024 - 2028** strategic plan of the ECOWAS Peace Fund was developed with the support of the European Union through the EU support to ECOWAS Peace, Security and Stability mandate programme in West Africa (ECOWAS-EU PSS Project) within the framework of the 10th EDF Regional Indicative Programme

Abbreviations and Acronyms

AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
APSA	African Peace and Security Architecture
AU	African Union
AUPF	African Union Peace Fund
C&V	Communication and Visibility
CSO	Civil Society Organisation
EAC	Eastern Africa Community
ECOWAS	Economic Community of West African States
ECPF	ECOWAS Conflict Prevention Framework
EPF	ECOWAS Peace Fund
EPFMT	ECOWAS Peace Fund Management Team
EPSA	ECOWAS Peace and Security Architecture
EU	European Union
LF	Logical Framework
M&E	Monitoring and Evaluation
MSs	Member States
NEPAD	New Partnership for Africa's Development
PAPS	Political Affairs, Peace and Security Department
P&S	Peace and Security
REC	Regional Economic Community
UN	United Nations
UNECA	United Nations Economic Commission for Africa
SADC	Southern Africa Development Community
SALW	Small Arms and Light Weapons
SWOT	Strength Weakness Opportunities and Threats

1. Executive Summary

The Economic Community of West African States (ECOWAS) draws its mandate in Peace and Security from broad but related regional, continental and international documents of the ECOWAS, the African Union (AU) and the United Nations (UN) and specifically the 1993 ECOWAS revised Treaty, the Declaration of ECOWAS Political Principles (A/DCL.1/7/91) and the 1999 Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security. ECOWAS' role herein is mainly to develop minimum regional norms and standards on political and security governance and conflict-related issues. It also facilitates resource mobilisation for peace and security activities and monitors the compliance of regional agreements within member states.

The ECOWAS Peace Fund (EPF) was established under Article 36 of the ECOWAS 1999 Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping, and Security (also known as the Mechanism), signed by the ECOWAS Heads of State and Government on 10 December 1999. It operates under 3 windows - support to conflict prevention and capacity building activities; support to humanitarian assistance recovery, peacebuilding and post-conflict reconstruction activities; and support to the deployment of civilian, police and military personnel for conflict management and peace support operations.

The EPF further supports numerous peace-oriented mechanisms and frameworks, i.e., the Mechanism, the 1999 Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security, the 2001 Supplementary Protocol on Democracy and Good Governance), the ECOWAS Conflict Prevention Framework (ECPF), the ECOWAS Convention on Small Arms and Light Weapons and the ECOWAS Vision 2020, for an ECOWAS of the people (a borderless, peaceful, fully integrated & prosperous West African region).

Since its operationalisation in 2006, the EPF Management Team (EPFMT) has been engaged in 3 set of activities, viz: i) mobilisation of financial resources for the fund (ii) administrative and financial management of the fund, and (iii) coordination of donor-funded projects in the Peace and Security (P&S) sector.

Thus, as part of its resource mobilisation efforts, the team has actively **contributed to the mobilisation of cash funding of over \$1 million** from 4 bilateral donors (China, Greece, Italy and Japan) and **Projects/Programmes funding of Eur 68 million** from multilateral partners (AfDB, CIDA and European Union). In its fund management role, the team has, **between 2016 and 2020, facilitated the funding of 40 peace and security initiatives (costing \$15.7 million) under the 5% member states community levy contribution budget line and supported funding of Peace Support Operations (PSOs) in 11 member states (approximately \$49 million spent so far), especially for the peace keeping efforts in Guinea Bissau (ECOMIG) and The Gambia (ECOMIB), both totalling \$38 million.** Finally, the team has **coordinated the implementation of 13 donor-funded projects and programmes, of which 2 are on-going.**

This Five-Year EPF Strategic Plan, covering the period 2021 to 2025, forms the basis towards the full operationalisation and institutionalisation of the EPF within the ECOWAS Commission.

In developing this strategic plan, the following were identified as the core issues that has hampered the full operationalisation of the EPF:

- There is a limited understanding of the role of the EPF within the ECOWAS Commission
- A lack of coordination and communication amongst departments resulting in duplication of efforts and limited integration and cooperation as departments continuously work in silos with limited communication. In the case of the EPF, the departments that are involved in implementing the African Peace and Security Architecture (APSA) continue to work in silos. This is evidenced by the establishment of other funds (for example, solidarity fund, stabilisation fund and the humanitarian fund) which have a similar focus to that of the EPF.
- The Commission is yet to institutionalise the ECOWAS Council of Ministers decision that recommended that 5% of the ECOWAS Community Levy proceeds were to be remitted to the EPF. This has resulted to the EPF being heavily dependent on donor partners to constitute its fund.
- Finally, the EPF unit and its governance structures was inadvertently deleted from the new ECOWAS Commission organogram, following the institutional reforms approved in 2018. This has led to issues of legitimacy of the unit in its operations.

To ensure that the EPF is fully institutionalised and operationalised within ECOWAS, the focus thus needs to be on (i) improving communication and awareness of the EPF (both internally and externally), (ii) ensuring the full operationalisation of the EPF institutional and governance architecture within the Commission (iii) fostering continued capacity building and development of the EPFMT to ensure that they are fully abreast in new approaches in resource mobilisation for peace and security, and (iv) further exploring strategies and activities that could be explored to improve the peace and security situation within the West African region. Ensuring and fostering peace and security is a collaborative effort that requires the engagement of all stakeholders. There is also a need for institutional strengthening and capacity building, and the creation of an enabling environment for peace and security.

It is recommended that the ECOWAS Commission institutionalises the EPF further and revitalise its operationalisation with a dedicated, autonomous, and robust structure. This would allow for the institution to attract and strengthen partnerships with development partners, the private sector and other organisations (diaspora and philanthropy) on issues on peace and security. The ECOWAS Commission may do this by **increasing the visibility of the EPF within the Commission, in Africa and worldwide whilst also ensuring the involvement of the ECOWAS leadership through the EPF Champion in facilitating the operationalisation of the EPF** (community levy and voluntary contribution). There is a further need to encourage private sector involvement in the work of the EPF and further pool all the peace and security fund support from development partners and donors to the EPF. Specifically, there will be the need to channel the resources from the UN Peace Building Fund through the EPF, to domesticate and implement the EPF Strategic Plan. Besides this, there is a need for the involvement of all departments engaged in the implementation of the APSA in this process.

Finally, there is the need to put in place sanctions mechanism that would dissuade Member States from non-payment and/or late payment of community levies. Also, the

5% of the Community Levy proceeds collected by the Commission should be earmarked for the EPF with cumulative effect.

The approach for developing this strategic plan was participatory, drawing inputs from critical internal and external stakeholders of the ECOWAS through interviews aimed at ensuring that the needs and current gaps are understood, and solutions to these entirely derived to develop a strategy that could be taken on and operationalised.

The practical implementation of this strategic plan would require a significant amount of resources (financial, technical, and human) but will also generate funds that will enable the EPF to be self-funded, **not requiring financial resources from the Commission for its operations.** It is estimated that **an effective and efficient implementation of the plan will enable the Commission to, over the 5-year period, generate a net revenue of approximately \$300 million.** This will involve a focused effort in putting in place the mechanisms for obtaining contributions from the community levy, member states on a voluntary basis, the private sector, international partners, non-traditional partners (philanthropic, diaspora), and making judicious investment of received funds.

This strategic plan was developed with the support of the European Union through the resources provided within the framework of the EU Support to ECOWAS Peace, Security and Stability Mandate project (ECOWAS-EU PSS).

2. Introduction

2.1 An Introduction to the outlook of the ECOWAS Peace Fund Five-Year Strategic Plan

The ECOWAS Peace Fund (EPF) is the resource mobilisation entity of the ECOWAS that provides support to activities relating to conflict prevention, management, reconciliation, peacekeeping, peacebuilding, post-conflict reconstruction and recovery while developing the necessary capacities of all stakeholders in promoting sustainable peace and security across the West Africa region.

This strategy document provides an overview and outlook of the ECOWAS Peace Fund's Five-Year Strategic Plan. The document is categorised into ten main sections as highlighted in the sections below.

Background: presentation of a background on the ECOWAS Peace Fund, its mandate, management, areas of focus in supporting peace and security within West Africa and achievements made since its operationalisation. The section further provides a background on the context of peace and security within the region, investigates the current peace and security threats and provides strategies that may be explored to curb and address them. These include the creation of an enabling environment, fostering institutional capacity building, and engagement efforts aimed at effective collaboration with multi-sector actors within the ECOWAS region. It further provides highlights of what the unit has achieved during its 14 years of existence. The section concludes by providing a comparative analysis of the ECOWAS Peace Fund and AU Peace Fund.

A needs assessment of the ECOWAS Peace Fund: provides a comprehensive needs assessment of the unit, a SWOT analysis of the fund, and an overview of the requirements needed to operationalise the EPF within the ECOWAS Commission.

Institutional capacity needs and requirements: an overview of the structural needs and requirements of the EPF, its capacity-building needs and governance scheme of the EPF in comparison with similar funds, specifically the AU Peace Fund.

Communications and visibility requirements: a presentation of communication strategies that could be employed by the EPF for engagement with internal and external stakeholders within the West African region.

Opportunities and Strategies for Implementing the EPF through Domestic Resource Mobilisation Concept: In this section, the opportunities for resource mobilisation with ECOWAS member states, private sector organisations and development partners are explored.

ECOWAS Peace Fund Comprehensive Resource Mobilisation Plan: an overview of resource mobilisation options in the context of the EPF. The section further provides a resource mobilisation roadmap to be explored by the EPF for the next five years.

ECOWAS Peace Fund 5-year Strategy Monitoring and Evaluation Plan: The section provides a holistic view of the areas of focus for Monitoring and evaluation of the five-year EPF Strategic Plan.

Logical framework and indicative timeline for EPF 5-year strategy implementation - a presentation of a logical framework for the operationalisation of the EPF and implementation of the set of resource mobilisation efforts over the five years' timeframe.

Overall estimated budget for the Implementation of the Strategic Plan and related activities - presentation of the estimated budget that will be required to implement the strategy over the period - human resources, activities and other administrative overheads.

Overall recommendations - presentation of the overall recommendations resulting from the consultations held in establishing the core needs of the EPF and leveraging on the experience and expertise of the consultant in the domain.

3. Background

3.1 Background and Context of Peace, Security and Stability in the West African Region

The West African region is one of the most politically volatile areas within Africa; the destabilisation of the security architecture within the area owes to numerous factors that have compounded and continue to compound the situation currently faced by the region. These factors include weak democratic and governance structures, corruption, unequal distribution or over-exploitation of natural resources, and recently the proliferation of extremist terrorist attacks that have exploited the destabilisation caused by the aforementioned and further driven by socio-economic and environmental issues.

Disparities in welfare, ethnic marginalisation, human rights violations, unemployment, poverty, and climate change, ecological changes and natural disasters, including drought, desertification, land degradation and food insecurity also factor into the socio-economic and environmental issues that continue to perpetuate conflict and instability within West Africa.

Further to this, historically, the destabilisation of the West African region owes much to the factions caused during the 1989 Liberian civil war which temporarily ended in 1997. The war weakened governance structures within the country and became a breeding ground for rebels and militia that resulted in several insurgent incursions in neighbouring countries such as Sierra Leone, Guinea Bissau and Guinea.¹ The civil unrest in the Casamance region of Senegal (1982-2014), one of the longest in the Continent, may also be attributed to the political instability and economic crises within the region. This civil unrest has been noted to have impacted the neighbouring Guinea Bissau and the Gambia.

Ending war or conflict in West Africa is a challenge due to the complexity of the aforementioned multi-causal factors, the multiple actors within which such conflicts are driven and the nature of the conflicts themselves; which often contributes to a prolonged state of conflict within the region. Although coup-related civil wars reiterate conflict, often brief, conflicts that are caused by insurgent and rebel groups tend to be long and challenging to resolve as they hinge on ethnic fragmentation and national governance thus the unpredictable peace and security issues within the region.

The ECOWAS Commission has been at the forefront of West Africa's peace and security efforts. Although these efforts have proved challenging, the organisation has gone to great lengths to become more effective in dealing with the vast array of peace and security challenges within the region².

¹ Juma. M. (2002). The Infrastructure of Peace in Africa Assessing the Peacebuilding Capacity of African Institutions. International Peace Academy. Online. Access: <https://www.ipinst.org/wp-content/uploads/publications/ford.pdf>

² *Ibid* (2016).

3.2 Background information on the ECOWAS Peace Fund

3.2.1. Establishment of the EPF

The EPF is a unique instrument supporting the ECOWAS Peace and Security Architecture. It constitutes one of the six pillars of the ECOWAS Peace and Security Architecture.

The EPF was established under Article 36 of the ECOWAS 1999 Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping, and Security (also known as the Mechanism), signed by the ECOWAS Heads of State and Government on 10 December 1999. The core beneficiaries of the EPF include ECOWAS Institutions, Member States, Civil Society Organisations, and vulnerable groups, i.e. children, youth, women, persons with disabilities, refugees, and displaced persons.

Pursuance to this decision, the ECOWAS Council of Ministers, recommended that 5% of the Community Levy proceeds received from the member states be remitted to the EPF. Besides, the ECOWAS leaders launched an appeal to the international community for assistance in the operationalisation of the EPF. The African Development Bank (AfDB) was the first major institution to respond to this appeal through the “Support to ECOWAS for Peace and Development Project (PADEP)” in 2004, thus leading to the operationalisation of the EPF in May 2006. Following that, the fund also received support from international multilateral partners such as the United Nations and European Union and individual member states.

Under its 3 windows of operation, the EPF provides support to:

- conflict prevention and capacity building activities, including preventive diplomacy, early-warning system, peacebuilding, training and sensitisation programmes, good governance and human rights
- humanitarian assistance recovery, peacebuilding and post-conflict reconstruction activities, including electoral processes, disarmament, demobilisation and rehabilitation programmes, as well as socio-economic and reintegration activities
- the deployment of civilian, police and military personnel for conflict management and peace support operations.

The EPF further supports the implementation of the Mechanism, the 1999 Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security, the 2001 Supplementary Protocol on Democracy and Good Governance), the ECOWAS Conflict Prevention Framework (ECPF), the ECOWAS Convention on Small Arms and Light Weapons and the ECOWAS Vision 2020, for an ECOWAS of the people (a borderless, peaceful, fully integrated & prosperous West African region).

In comparison with other Regional Economic Communities (RECs), ECOWAS’ efforts are far more developed and institutionalised, with many best practices to share with the Continent and regional bodies³. It is worth noting that the EPF, for instance, formed the basis for the development of the Peace Funds for the AU, Southern African Development

³ Lucey, A., and Arewa, M. (2016). Sustainable Peace, Driving the African Peace and Security Architecture through ECOWAS. Institute for Security Studies. Online. Access: <https://issafrica.s3.amazonaws.com/site/uploads/paper301.pdf>

Community (SADC) and the East African Community (EAC) thus the instrument is an anchor for similar and aligned instruments within the continent.

In its efforts to address conflicts and enhance peace and security within the region and, in line with the APSA, ECOWAS has also established the Early Warning and Response Network (ECOWARN) and is currently developing a Post-Conflict Reconstruction and Development (PCRD) strategy aligned to that of the AU. Thus in addition to the establishment of the EPF, ECOWAS has made significant strides towards making West Africa's peace and security efforts more systematic, consistent, and strategic⁴.

3.2.2. EPF: Management and Achievements

Since its operationalisation in 2006, the EPF has been managed by a small team of 3, composed of a Manager, a Research Officer and an Administrative Assistant.

The EPF management team (EPFMT) has been focused on 3 sets of activities: Resource mobilisation, Fund management, and Coordination of donor-funded projects in the P&S sector.

Resource Mobilisation

As part of its resource mobilisation activities, the EPFMT engages with relevant internal and external stakeholders to seek for contribution to the EPF and to ensure that pledges made are honoured. Thus, the unit has worked to:

- Ensure that the 5% of the community levy contributed by member states are effectively allocated to the fund. The tasks undertaken under this activity relate to advocacy and awareness raising on the issue at the level of ECOWAS senior management
- Engage with other traditional and non-traditional partners in view of eliciting new contributions to the fund. To this end, the team is engaged in:
 - o Identification of potential partners
 - o Outlining the best strategies for approaching the partners
 - o Preparation of funding request proposals
 - o Conducting negotiations with partners including outlining monitoring and review mechanisms.
 - o Reporting on the use of funds as per the agreement with the partner

To date, working with ECOWAS Management, the Unit has successfully engaged with the both bilateral (Japan, China, Greece, Italy) and multilateral (AfDB, CIDA and the EU) donor partners.

Table 1 provides details of the results of engagement with these partners that resulted in direct contribution to the fund or to the establishment of projects/programmes to support peace and security initiatives in the region.

⁴ *Ibid.* (2016).

Table 1: Funds channelled to the EPF following resource mobilisation

Partner	Amount	Year (s)
Cash funding		
China	\$ 100,000	2005
Greece	\$ 325,000	2006
Italy	Eur 564,000	2007
Japan	\$ 150,000	2008, 2009, 2011
Projects/Programmes Funding		
AfDB	\$ 15 million	2005 -2013
CIDA	CAD 4 million	2006 - 2010
European Union	Eur 51.7 million	2006 - 2020

Fund Management

Under this activity, the unit receives, processes and reports on requests to fund initiatives under the 3 windows. The tasks involved include:

- Processing (appraisal, due diligence, etc..) of requests from ECOWAS departments to fund activities in the P&S
- Monitoring and evaluation of the implementation of initiatives approved for funding
- Assuring communication and visibility of the initiatives being implemented
- Preparation of comprehensive reports on resources utilization, absorption rate and implementation results for internal and external stakeholders (ECOWAS Commission and partners)

The tables in Annex 1 presents the list of peace and security initiatives that have been implemented using funding from the EPF since 2016. This shows that over this period, a total of 40 initiatives that cost approximately \$15.7 million were funded under the 5% Member States Contribution Levy budget line. Also, under the Special Contribution budget line, the fund supported Peace Support Operations (PSOs) in 11 Member States (approx. \$49 million spent so far) and especially to the peace keeping efforts in Guinea Bissau (ECOMIG) and The Gambia (ECOMIB). A total of approximately \$38 million were spent to fund the peace keeping operations in these two countries.

Coordination of other donor funded projects in the P&S Sector

In addition to resource mobilisation and management of the fund, the EPFMT has also been involved in the coordination (administrative and financial management) of other programmes and projects whose funding are not pooled into the EPF. The tasks undertaken under this activity essentially include:

- Financial and administrative management of projects/programmes under the team direct management
- Serving as ECOWAS coordinator for projects/programmes under decentralised management by third parties (donor-appointed technical assistance team)

Annex 2 presents a list of on-going and past programmes/projects under the management of the EPFMT. This shows that, since 2006, the EPFMT has successfully coordinated 13 donor-funded projects/programmes (of which 2 are on-going) with a total budget of approximately 64 million Eur.

The EPF within the ECOWAS Commission organogram

Between 2010 and 2014, the EPF management team operated under the Office of the President of the Commission. In 2015, the unit was moved to the Department of Political Affairs, Peace and Security (PAPS) where it was anchored during its first 4 years of operation (2006 to 2010).

Following the institutional reorganisation of the Commission concluded in 2018, the EPF was inadvertently omitted in the new organogram of the Commission. Given the important role played by the EPF within the ECOWAS Peace and Security Architecture (EPSA) as presented in this document, it is critical that this unit be reintroduced at a strategic location within the organisation organogram.

3.3 Current Leading Peace Threats and Conflicts in the ECOWAS Member States

The recent peace and security threats within the ECOWAS member states may be attributed to the decades-long extremist, and terrorist attacks in the Sahel Region, inter-ethnic clashes, and intra-state conflicts.

For over 10 years, the Lake Chad Basin has been a hostile area within the Sahel region. The Boko Haram insurgency within the area has escalated violence and insecurity and poses a significant threat to peace and stability within the region with the most affected countries being Nigeria, Niger, Cameroon, and Chad. In addition, the further West of the region violence, infiltrated by Jihadist factions such as the Islamic State in the Greater Sahara (ISGS), and Jama'at Nasr al-Islam wal Muslimin (JNIM), have seen countries such as Mali, Burkina Faso, and Niger in vile conflict situations that have trickled to further risk security and growth in neighbouring states such as Ghana, Benin, Togo and Cote d'Ivoire. These groups are further adept at exploiting ethnic fault lines, intra-state conflict, and socio-economic instability within these countries, thus further increasing tensions amongst these states. The conflicts created by such insurgence have further destabilised already fragile economies, leaving at most all of them in worse economic volatility than before; hence impeding on socio-economic progress within these states.

The volatile security situation in the Sahel Region has sparked an unprecedented humanitarian crisis leaving 24 million people within the region in need of humanitarian assistance and protection by the end of 2020 whilst 4.9 million internally displaced. In Burkina Faso, 848,000 individuals have been forced to flee their home; nearly 220,000 persons in Mali are internally displaced; over 440,000 people have also been forced to flee their homes in Niger with 103,000 of these internally displaced; 7.7 million persons need emergency assistance in 2020⁵. Herein, women, children, youth, and persons with disabilities are the most vulnerable and affected in such conflicts.

The Dogon and Fulani ethnic wars in central Mali is an explicit example of intra-ethnic conflict within the West African region that resulted from decades-long conflict of territorial fault lines of the two ethnic tribes. The violence is not limited to Mali as in neighbouring Burkina Faso, Guinea, Ghana, and Cote d'Ivoire amongst others the Fulani have conflicted with other tribes as well. Fuelling these conflicts, these extremist and terrorist groups play a role in ensuring continued factions and conflict amongst these

⁵ United Nations. (2020). Activities of the United Nations Office for West Africa and the Sahel - Report of the Secretary-General. Online. Access: <https://unowas.unmissions.org/sites/default/files/sgreportwestafrica.pdf>

tribal groups. Furthermore, unrelated to the insurgence of the Boko Haram, there is an unprecedented rise in the inter-ethnic conflict in Nigeria. This is due in fact to (amongst others), conflicts amongst farmers and herders of different ethnic groups in Nigeria's Jigawa, Kaduna, Kano, Katsina, Kebbi, Sokoto, and Zamfara states which result from environmental degradation in the far North and encroachment upon grazing grounds in the middle belt; thus leading to killings and the displacement of persons within the region⁶.

Further to this, the recent coup d'état in Mali (August 2020) culminated from intra-state conflicts that date back to the early 2000s from a rebellion revolt (the Tuareg) caused by political tensions within the country resulting in a coup d 'Etat in the year 2012 which attracted the aforementioned Jihadist factions that attributed to further conflict within the country. Tension grew throughout the country, and even as external intervention came into play in peacekeeping, mediation and support, the hostility within the country erupted. Civilians have been the most vulnerable in Mali, as they are caught in the crossfires of such instability, with most of them being internally displaced and further fleeing to neighbouring States.

To curb and address the these leading peace threats and conflicts within the ECOWAS region, the EPF, while still operating its 3 windows, should focus on the following core issues within member states; (i) the creation of an enabling environment to foster peace, (ii) fostering institutional capacity building, and (iii) further working on efforts towards effective collaboration with multi-sector actors within the region.

i. Creation of an Enabling Environment

Countries experiencing conflict are often characterised by undeveloped institutional and legal frameworks, weak financial sectors and unfriendly business climates, weak infrastructure and services, and poor governance - all this add to the problem⁷. For the case of West Africa, strengthening of the institutions, and further investment in resources can only be significant if a conducive enabling environment exists.

As a start, the development, ratification, and implementation of conflict-sensitive policies within all ECOWAS member states are critical in ensuring peace and continued economic sustainability and transformation within the region. On the development of this strategy, it should be noted that the ECOWAS Commission has developed and taken on the adoption of policies and frameworks that would enhance the peace architecture of the region⁸. The limited or lack of ratification and inclusion of these policies and frameworks in National Action/Development Plans may result in a challenge in their implementation within the region. Thus, the EPF should focus its energy on **advocacy and raising awareness with central policymakers of member states on the need and significance of ratifying and implementing such policies and frameworks at the member States level to form a foundation for peace within the region.**

⁶ International Crisis Group. (2018). Stopping Nigeria's Spiralling Farmer-Herder Violence. Online. Access: <https://d2071andvip0wj.cloudfront.net/262-stopping-nigerias-spiralling-farmer-herder-violence.pdf>

⁷ Castill. G. (2004). War-torn countries, natural resources, emerging-power investors and the undevelopment system. *Third World Quarterly*. 35:10, 1911-1926, DOI: 10.1080/01436597.2014.971610

⁸ These include, amongst others, the ECOWAS Conflict Prevention Framework, the 1999 Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping, and Security, the 2001 Supplementary Protocol and Democracy and Good Governance, the ECOWAS Convention on Small Arms and Light Weapons and the ECOWAS Vision 2020

Furthermore, the focus should be on the continuous reconstruction, and development within the region in the areas of agriculture, the legitimisation and **improvement of doing business for private sector entities** (local and foreign) and **the creation of opportunities for employment targeting the most vulnerable groups** such as refugees, displaced persons, youth, women and persons with disabilities based in communities that are prone to conflict. Unless growth in the region leads to long-term employment and job creation and further contributes to food security and poverty alleviation, it can become a new source of conflict, often exacerbating existing political, ethnic, and community divisions.

ii. Fostering Institutional Capacity Building

Fully institutionalised organisations tend to perform more efficiently when it comes to peacebuilding actions. When such organisations are strong, have clearly articulated visions and mandates, are better governed, they can further efficiently mobilise the needed resources and have the credibility and capacity in terms of architecture to implement, execute, and monitor programme activities. The EPF thus needs to focus its energy on **investing in organisational development to strengthen its capacity for peacebuilding**. Improvement in capacity herein is inclusive of, human and technical capacities (*see Section 4 and Section 5*), resource mobilisation and grant management (*see section 7*), and **strengthening awareness on issues of peace and security within the region through education** (*as discussed below*).

Education on Peace Building is also crucial. Championing activities that facilitate co-existence, inclusion, and peacebuilding is fundamental in mitigating conflict within the region. A study by UNICEF on the role of peacebuilding in education⁹ mentions three approaches to education in conflict situations. The third of this, aligned to this recommendation denotes **education that contributes to reconstruction¹⁰, reconciliation and peacebuilding**.

Herein, the emphasis is placed on *the notion of thinking about conflict in discrete stages, to an understanding that conflict and ‘conflict sensitivity’¹¹ analysis needs to build into systematic thinking as part of mainstream operations (World Bank, 2004). Reconstruction is thus not just about replacing physical infrastructure but includes opportunities for rebuilding human relations and creating inclusive, lean educational systems. Conversely, reconciliation embodies the positive connotation of healing from past conflicts.*

Reconciliation as a part of education and awareness plays a vital role in addressing legacies of conflict within communities. This, as mentioned in the study, includes bringing communities together to engage on the impact conflict has on the bereaved and injured, remembrance and commemoration; recognising the role of amnesties, the need for prisoner releases, alongside concepts of restorative and transitional justice.

⁹ UNICEF. (2011). The role of education in peacebuilding - literature review. Online. Access: https://educationanddevelopment.files.wordpress.com/2016/06/1-UNICEF_peacebuilding_literaturereview.pdf.

¹⁰ Reconstruction herein refers to the democratisation of an education system, the retraining of teachers for conflict resolution and prevention, and the *psychological* reconstruction that responds to issues of democratisation, loss of confidence and mental health related issues that may cause conflict (*ibid*, 2011)

¹¹ Conflict Sensitivity was noted as the second approach in the said study.

These are challenging, long-term steps that link reconstruction programmes with mainstream education and build forth to conflict prevention in the long-term. Education for reconciliation may thus be a contributing factor to peacebuilding, concerned with conflict transformation within societies.

When engaging on peacebuilding, the focus on education herein is to transform the current social constructs from an early age with the primary intention of realising peace in the long-term. The main aim of peacebuilding in education as defined is to *address the problems caused by conflict at different levels*¹² that are usually *rooted in ethnicity, religion or gender dynamics*¹³ to ensure a change in *attitude, increase tolerance, and reduced prejudices*¹⁴ thus realising a peaceful future. All in all, in a post-conflict context, peace education has a more practical than educational focus, and it stimulates empathy, cooperation and reconciliation while handling conflict in a non-violent manner¹⁵.

As a basis, the **development, adoption, and implementation of conflict-sensitive education plans would be vital in the case of the ECOWAS region.** There is a need to *fully engage in the conflict analysis of education systems, structures and their delivery to identify drivers of conflict and violence, and the dynamics leading to the development of a concrete and practical intervention that leverages on the capacity for peace through education*¹⁶.

In this regard, the EPF deliberately employing a socially inclusive approach aimed at **supporting the enhancement of the overall institutional capacity building architecture of the ECOWAS region,** would go a long way in ensuring peace as a fundamental within West Africa.

iii. Effective Collaboration with Multi-Sector Actors within the ECOWAS Region

Peacekeeping, conflict management and resolution is fundamentally a partnership. In its collaborative peacebuilding efforts, **EPF needs to continue to employ varied approaches aimed at engaging critical regional and continental stakeholders, specifically state and non-state actors in the public, civil, and private sectors.** Multi-sector collaboration herein can solve systemic challenges as it draws on the resources of all these sectors. It wields more power than the ECOWAS Commission on its own or even a similar set of public organisations working at the member state level. The aim of the multi-sector collaboration is thus to take on a systematic approach to solving the causes of the systemic challenges such as differences and polarities in issues on political, socio-economic stances, religious biases, and inter-ethnic paradigms.

Effective collaboration in the long-term leads to an improvement in the governance and democratic systems as it puts back the decision-making process in the hands of the ordinary people. The improvement in the governance and democratic systems can be

¹² Hicks, D. (2004). Teaching for Tomorrow: How can futures studies contribute to Peace Education? *Journal of Peace Education*, 1(2), 165 - 78. DOI:10.1080/1740020042000253721

¹³ Bar-Tal, D. (Ed.). (2011). *Intergroup Conflicts and Their Resolutions: A Social Psychological Perspective*. New York: Psychology Press.

¹⁴ Bar-Tal, D. (Ed.). (2011). *Intergroup Conflicts and Their Resolutions: A Social Psychological Perspective*. New York: Psychology Press.

¹⁵ Wessells, M. (2005). Child Soldiers, Peace Education, and Post conflict Reconstruction for Peace. *Theory into Practice* 44(4), 363-369

¹⁶ Mwaniki, C. G., (2017), The role of education in promoting peace. Online. Access: <https://www.globalpartnership.org/blog/role-education-promoting-peace>

made possible not only through the improvement of conditions for communities within the region but also the promotion of community empowerment. The multi-sector collaboration further ensures continued cooperation amongst communities, thus ensuring that conflict is prevented and resolved from the onset by community members and their leaders. **Adopting a human-centred approach of training and capacity building for people from vulnerable and conflict-prone communities to increase coherence amongst communities and further build individual champions for peace to lead and curate work aimed at building peaceful and sustainable communities is also an integral approach that may be taken by EPF.**

It should also be noted that significant and integrated multi-sector collaboration requires an enormous amount of time, resources, and effort. It needs willingness from all the necessary stakeholders to work together towards a shared vision, goal, and mandate and in the case for the West African region, peace for all. As a key example of note is the work that ECOWAS has undertaken in implementing its vision by involving all the relevant stakeholders on issues of early warning and response, conflict management and prevention and conflict resolution in line with the purpose of its vision 2020, an *ECOWAS of the People*.

All the options highlighted above may take time to implement and would take more time in conflict-prone areas to ensure the inclusivity that comes with the creation of a peace enabled and fostered environment, the creation of appropriate training and capacity building models for peace, and effective collaboration. There is a need for a clearer understanding of the communities at play. This would mean looking in history of these communities and the current needs that drive them. Only through their understanding from an intrinsic perspective and further building relations and trust amongst communities will the implementation of any recommended conflict-sensitive approach work.

3.4 A comparative analysis of existing strategies of the ECOWAS Peace Fund and AU Peace Fund

Table 2 below provides a comparative analysis of the ECOWAS and AU peace fund strategies and peace architecture that are used to derive funding for peacebuilding, conflict prevention and resolution and mediation within the Continent and at a global level.

Table 2: Comparison of the ECOWAS Peace Fund and the African Union Peace Fund

<i>Strategy</i>	<i>Background</i>	<i>Areas of Focus</i>	<i>Similarities/Convergence</i>	<i>Differences</i>
ECOWAS Peace Fund	<ul style="list-style-type: none"> - Established by the 1999 Protocol on the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security - Institutionalised in 2003. - 5% of the Community Levy proceeds received from member states to be remitted to the EPF. - Support to amongst others conflict prevention and capacity building activities, including preventive diplomacy, early-warning system, peacebuilding, training and sensitisation programmes, good governance and human rights; - support to humanitarian assistance recovery, peacebuilding and post-conflict reconstruction activities, including electoral processes, disarmament, demobilisation and rehabilitation programmes, as well as socio-economic and reintegration activities; support to the deployment of civilian, police and military personnel for conflict management and peace support operations - Further supports the implementation of the Mechanism, the 1999 Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security, the 2001 	<p><i>Core Objectives</i></p> <ul style="list-style-type: none"> - To provide funding for ECOWAS peace and security activities that cannot be foretold or foreseen. - To enable a rapid and flexible response to threats to peace and security in the West African region - To provide and strengthen capacities for preventive deployment and conducive environment for deployment of a regional or international peace support operation personnel. - To establish a framework that would allow for ECOWAS and the international community to respond to peace and security issues in West Africa. - To provide support to the capacity development of stakeholders involved in promoting peace, conflict prevention, security, good governance, and human rights. - To supplement the finances of ECOWAS regular budget for activities related to 	<ul style="list-style-type: none"> - Focus areas similar for both AU & ECOWAS. - Both feed into the implementation of the African Peace & Security Architecture - Similar Financing Sources, i.e. member state contribution made up of voluntary contributions and alternative financing sources, multilateral and bilateral partner contributions and private sector contributions 	<ul style="list-style-type: none"> - Approved governance and management body currently not institutionalised within the current ECOWAS structure. - Governance and management body encompassed: <ul style="list-style-type: none"> - the Champion of the EPF, - Strategic Advisors, - Steering Board, - Technical and Approval Committee, - Proposal Appraisal, Review and Vetting Committee, the EPF Management Team - Regional focus on peace and security issues

	<p>Supplementary Protocol and Democracy and Good Governance), the ECOWAS Conflict Prevention Framework (ECPF), the ECOWAS Convention on Small Arms and Light Weapons and the ECOWAS Vision 2020, for an ECOWAS of the people (a borderless, peaceful, fully integrated & prosperous West African region)</p>	<p>peace and security.</p> <p><i>Operational Windows</i></p> <ul style="list-style-type: none"> - 3 operational windows with a focus on: <ul style="list-style-type: none"> - Conflict prevention (Mediation and Preventive Diplomacy, Early Warning, Capacity development) - Humanitarian assistance, stabilization & peacebuilding - Peace Support Operations (field deployment) 		
<p>African Union Peace Fund¹⁷</p>	<ul style="list-style-type: none"> - Established in 1993 as one of the operational tools to finance the peace and security activities of the Organization for African Unity - Established under protocol establishing the Peace and Security Council of the AU to finance the AU's peace and security operations. - Institutionalised in 2016* to provide (amongst others) peace operations support to the member states of the African Union through a 0.2% levy on eligible imports. - The Fund's mandate was to finance peace support missions and other operational preventive diplomacy activities. Operational activities currently financed through the PF include mediation—particularly where the AU is identified as a guarantor to the peace agreement—liaison offices, and Special Political Missions. - Also included are peace support operations (PSOs) and institutional support aimed at 	<p><i>Focus</i></p> <ul style="list-style-type: none"> - The Peace Fund finances the African Union's core peace and security priorities with an explicitly operational rather than programmatic focus. <p><i>Operational Windows</i></p> <p>* 3 operational windows with a focus on:</p> <ul style="list-style-type: none"> - Mediation and Preventive Diplomacy - Institutional Capacity - Peace Support Operations <p>- Operational activities currently financed through the PF include mediation—particularly where the AU is identified as a guarantor to the peace agreement—liaison</p>	<ul style="list-style-type: none"> - Focus areas similar for both AU & ECOWAS. - Both feed into the implementation of the African Peace & Security Architecture - Similar Financing Sources, i.e. member state contribution made up of voluntary contributions and alternative financing sources, multilateral and bilateral partner contributions and private sector contributions 	<ul style="list-style-type: none"> - Approved governance and management body operationalised and institutionalised within the current AU Structure. - Governance and management body encompassed: <ul style="list-style-type: none"> - Board of Trustees - Executive Management Committee - Independent Evaluation Panel - Peace Fund Secretariat - Continental focus on peace and security issues

¹⁷ AU. (2016). Securing Predictable and Sustainable Financing for Peace in Africa. Online. Access: <https://www.peaceau.org/uploads/auhr-progress-report-final-020916-with-annexes.pdf>

	<p>enhancing the AU's capacity to plan, deploy, and manage its core peace and security activities.</p>	<p>offices, and Special Political Missions. Also included are peace support operations (PSOs) and institutional support aimed at enhancing the AU's capacity to plan, deploy, and manage its core peace and security activities.</p> <ul style="list-style-type: none"> - The AU Peace Fund Secretariat is responsible for (amongst others): - The role of the approving projects and programs eligible for financing from the Peace Fund, as defined within the Rules and Regulations governing the PF. - Monitoring and Evaluation of the implementation of the PF Fund Administration, Accounting, and reporting - Leading partnerships, resource mobilisation and advocacy 		
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4. A Needs Assessment of the ECOWAS Peace Fund

4.1 Comprehensive needs assessment of the EPF

A consultative EPF needs assessment was undertaken, and the following identified as the core needs of the EPF given the unit's status within the ECOWAS Commission.

1. The ECOWAS Commission current structure does not encompass the EPF. The consultations held proved that there was need to integrate the EPF within the current structure to ensure that there is adequate financing for the ECOWAS Commission's peace and security and socio-economic development activities. Prior to the 2018 institutional reorganisation, the EPF was a Division under the Commissioner, Political Affairs, Peace and Security (PAPS) staffed with a Fund Manager, Research Officer and Driver. The Division was inadvertently removed from the Organogram of PAPS at the end of the reorganisation process.
2. Further to this, as per the decision made in establishing the fund, a governance structure containing a Champion and Strategic Advisers of the Fund, a Steering Board (Board), a Technical and Approval Committee (TAC) and a Proposals Appraisal, Review and Vetting Committee (PAREV) was to be established. None of these structures were established.
3. The consultation also noted a deficit of understanding and information on the role of the EPF within the ECOWAS Commission. This is detrimental to the EPF's institutionalisation and one of the reasons for the delay in establishing an EPF structure.
4. Additionally, it should be noted that the findings from the consultation also highlighted the lack of coordination and communication amongst departments within the Commission thus resulting in a duplication of effort, and a lack of integration and cooperation as departments continuously work in silos with limited communication.
5. In line with the above, it was also noted that several funds, with similar focus as the EPF, have been set up in recent years. This is the case of the Stability Fund, the solidarity fund and the humanitarian fund. Even the process of mobilizing the counter-terrorism fund did not factor in the existence of the Peace Fund. This situation has resulted in the duplication and dispersal of funding mobilisation efforts. To ensure effectiveness, efficiency and relevance, the EPF should serve as the central unit for fund mobilisation and management in the area of peace and security, and ideally, the funds received under separate vehicles should be pooled and subsumed under the EPF. This arrangement is the most appropriate considering the mandate of the EPF which addresses the whole conflict cycle (Prevention, management, stabilization and peacebuilding).
6. Further to this, it was established that not all the ECOWAS member states contributed the mandatory 0.5% community levy to the Commission, and the Commission does not regularly transfer the 5% of the Community Levy proceeds collected from the member states into the EPF bank account. It was also established that at the end of each fiscal year, all the proceeds from the

community levy earmarked for the EPF during the year is withdrawn and reset to zero.

Furthermore, the lack of sanctioning of member States for non-payment and late payment of the community levy impedes the progress that could be made in operationalising the fund. Sanctioning of member states may facilitate speedy contributions, thus ensuring that funding is contributed well on time to the Commission, and from the Commission to the EPF for the implementation of planned activities.

This inconsistency in the availability of community levy related contributions into the fund has led the unit to become more and more dependent on donor contributions which at least remains available across fiscal years.

The above-mentioned issues have contributed to hindering the institutionalisation of the EPF within the Commission. Furthermore, the SWOT analysis presented in Sub-Section 4.2 further articulates the needs identified with respect to the EPF and further articulates the internal and external risk and resources of the EPF.

4.2 SWOT Analysis of the EPF

Table 3 below summarises the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the ECOWAS Commission, specifically the EPF. It provides an overview of the resources, and risks of the EPF and further provides the opportunities for the fund’s growth and sustainability:

Table 3: SWOT Analysis of the EU Commission and AU Peace Fund

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Anchoring of the EPF at the ECOWAS Commission headquarters which has the political capacity (convening power from West African Member States) 2. Existence of an EPF Management team with experience in resource mobilisation, fund management and coordination of donor funded projects in the Peace and security sector. 3. EPF fully has engaged Civil Society within West Africa and has developed a portal for engagement, i.e., West African Civil Society Forum 4. The EPF as a legal instrument is fundamental in the resource mobilisation processes of the ECOWAS Commission since it has legal and political backing in comparison to the other frameworks such as the solidarity and humanitarian funds. 5. The EPF significantly contributes to financing the implementation of its action plan. 6. The EPF has been recognised as an instrument providing support to the consolidation of peace and security in the Member States: provision of humanitarian assistance and socio-economic recovery and reintegration, funding of local initiatives, development of training curricula on the culture of peace, set up of ECOWAS Volunteers Programme, support to Training 	<ol style="list-style-type: none"> 1. Deficit of understanding and information on the EPF within the ECOWAS Commission 2. EPF structure not reflected within the new ECOWAS structure, thus making it difficult for partner support specifically regarding technical staffing support. 3. The lack in a clearly defined EPF and the limited capacity for the collection of the community levy has resulted in limited member state funding for peace and security-related activities. 4. Non implementation of the 5% Community Levy allocation to the Peace Fund 5. Non-cumulative effect of the funds allocated yearly to the Peace Fund. 6. Departments involved in the implementation of the APSA work in silos. 7. Lack of leadership support (internally) on the operationalisation of the EPF, i.e., no clear proactive actions to make EPF more visible within the ECOWAS Commission structure 8. A long and tedious administrative process within the ECOWAS Commission 9. EPF Monitoring and Evaluation tool developed but not operationalised. 10. Massive and long administrative processes within the ECOWAS

Institutions and Training Centres of Excellence	Commission
<i>Opportunities</i>	<i>Threats</i>
<ol style="list-style-type: none"> 1. ECOWAS Commission commitment to implement its vision in the Member states. 2. Need for capacity building in some member states regarding election observation; post-conflict resolution, and peacebuilding, deployment of Senior Defense officials on security sector reform. 3. Opportunity for additional funding and partnership with EPF with a structured system in place 4. Majority of the current ECOWAS activities focused on peace and security issues. Thus, the need for the EPF is a well-placed success if implemented properly. 5. Review of the ECOWAS Commission overall strategic plan is an opportunity for the integration of the EPF. 6. EPF relevance recognised by the ECOWAS policy organs, ECOWAS Commission and all other ECOWAS' stakeholders. 7. The operationalisation of the AfCFTA would facilitate intra-trade activities in the region and thus increase Revenue. 8. The institutionalisation of the EPF critical in addressing the region's peace and security and socio-economic issues. 9. The existence of the Continental Peace Fund and possible synergy in support of APSA within West Africa. 10. Benchmarking from the successes of the implementation of peace funds for similar organisations such as AU 	<ol style="list-style-type: none"> 1. Peace, security, and political instability and governance Issues within the ECOWAS Member States 2. Increase in terrorism and extremism within the ECOWAS Member States 3. External influences still operate within the African Continent especially in the West African region 4. Donor and partner fatigue thus the need for diversification in funding for the EPF to reduce partner fund dependency. 5. Plurality/proliferation of funds intended for peace, security and stability and dispersion of resource mobilization potential.

4.3 Lessons Learned

The following are the core lessons learned from the consultations undertaken with relevant ECOWAS stakeholders.

1. The EPF is necessary and essential in the efficient implementation of peace and security issues within the region, particularly with regards to emergency and special projects that would need immediate funding. In the past, the fund has supported crises resolution initiatives within the region and played a vital role in terms of, timely intervention, accessibility of funds and partner adherence.
2. The current EPF management team has demonstrated experience in resource mobilisation, fund management and coordination of donor funded projects in the Peace and security sector.
3. It should be recalled that the African Union developed and fully operationalised its Peace Fund with inputs and initial benchmarking on the progress made by the EPF in its then institutionalisation within the ECOWAS Commission. It would be necessary to leverage on the areas which have worked for the AU Peace Fund given the full operationalisation of the EPF. As it stands, the EPF is a part of the African Peace and Security Architecture (APSA) thus in terms of implementation, it is aligned to the continental priorities for peace and security.
4. For the effective implementation of the ECOWAS peace and security regional priorities and to further attain the AU priorities on peace and security as defined within the Agenda 2063, there is a need to establish a structured and well-encompassed EPF Management team within the ECOWAS Commission.

4.4 . Requirements for operationalising the EPF

As the Mechanism establishing the EPF was approved by Head of States and enshrined in a regulation (C/REG.21/12/03), it is the responsibility of the Commission to ensure the realisation and institutionalisation of the decision.

As a start, there is a need to define the role and responsibility of the EPF. Once undertaken, the Commission should establish and materialise the human capacity needs of the EPF, propose the needed structure, and once approved, establish a fully-fledged EPF management team. Whilst undertaking all of this, the Commission should further note the financing needs of establishing the EPF. These include the cost of recruitment, the costs of operationalising the EPF, and further the financing needs of the Commission in combatting issues of peace and security within the region to be sourced from both member states and international partners.

Additionally, at a technical level, there is further need for the Commission to become firmer in operationalising the 0.5% community levy contribution to the Commission. Then the 5% of the community levy proceeds to the EPF by either requesting the sanctioning of member States not contributing to Community Levy or finding alternate ways to ensure contribution as mentioned in Section 7. Doing this would ensure that funds are contributed well on time, thus resulting in the ability of the EPF to fund activities and work that is

related to its core mandate. This would further reduce the dependency of the EPF on international or external funding.

In the next chapter, the institutional and capacity needs, and requirements of the EPF are further explained. Therein, emphasis is on the structural needs and requirements, an analysis of the capacity building and development needs, and the governance needs for the operationalisation of the fund.

5. Institutional and capacity needs and requirements

5.1 Structural needs and requirements

This sub-section discusses the structural needs and requirements for the institutionalisation of the EPF. It takes note of the current institutional and governance architecture of the EPF and complements this structure. The current EPF institutional and governance architecture though not institutionalised is encompassed by the following critical stakeholders; the Champion of the EPF, Strategic Advisors, Steering Board, Technical and Approval Committee, Proposal Appraisal, Review and Vetting Committee, and the EPF Management Team. All of these have a specific role to play in ensuring the realisation of the work of the EPF.

As an initial requirement for implementation, there is a need for the institutionalisation of the proposed institutional and governance architecture. It is, however, necessary to note the following key factors to ensure the creation of an enabling environment that would allow for the EPF's operationalisation and thus ensuring it meets its objectives:

- a. Adaptability and flexibility in the current institutional and governance architecture
 - Peace and Security issues within the ECOWAS region, and in any region for that matter, evolve and in the case for ECOWAS, have to date been highly volatile and sensitive. There is thus a need for an architecture that encourages adaptability and flexibility to ensure that the EPF meets the dynamic needs of its stakeholders at any given point in time. Building a foundation through an adaptable and participatory culture is critical. In the case of the EPF, its operational model should take into consideration the fact that the fund would support activities that are amongst others concerned with emergency and crises within the region which have shown to change rapidly. Thus, a rigid architecture would not effectively and efficiently work.
- b. EPF as a means for financing the peace and security needs within the region.
 - There is a need to create a solutions-driven and responsive EPF that deals with the financing needs of the region, from a root-cause basis. One that, not only provides funding for the peace and security issues, but also provides solutions and ways to tackle these issues from a non-financial perspective by supporting, for instance, the mobilisation of human resources within the region to tackle such issues.
 - For this to happen, there is a need for the establishment of a fully-fledged EPF management team, tasked with EPF management. The team should report to the necessary hierarchical channels on the progress made in

mobilising resources, work undertaken in meeting the EPF mandate, changes needed to realise the mandate and, measures undertaken to address these changes. This management team is to work in close collaboration with PAPS department to take necessary actions it deems appropriate for the actualisation of peace and security within the region. The Unit currently composed of a Manager and a Programme Officer and a driver would not suffice in ensuring that the EPF meets its mandate of providing support towards the realisation of ECOWAS activities and initiatives for conflict prevention, management, resolution, peacekeeping, peacebuilding and recovery, while developing the capacities of relevant stakeholders to promote sustainable peace and human security across the West Africa region. A highly skilled and capable team should be put in place to complement the current Unit. The proposed structure for this reinforced team is presented in Table 4 below.

Table 4: Composition of EPF Management Team

No	Position	Full or Part time	Remarks
1	Peace Fund Manager	Full	In place
2	Resource Mobilisation Officer - Private Sector and Partnerships	Full	To be recruited Will work in close collaboration with External relations and other departments
3	Programme Officer, Monitoring & Evaluation	Full	In place
4	Senior Communication and Visibility Officer	Full	Working in close collaboration with the Directorate of Communication
5	Principal Investment Analyst	Part	To be funded by a partner or outsourced to service provider
6	Senior Risk and Compliance Officer	Part	To be funded by a partner or outsourced to service provider
7	Senior Finance Officer	Part	Sourced from the Finance Directorate
8	Administrative Assistant	Full	May also be sourced from the Directorate of Administration and Human Resources

As the following positions are already in place; Peace Fund Manager & Programme Officer, Monitoring and Evaluation; the three additional positions are defined below:

- i. Manager, ECOWAS Peace Fund
 - Coordinator of the EPFMT
 - Implementation of the strategic plan
 - Strategic leadership & Partnership

- Coordination for effectiveness, efficiency, accountability, transparency
- ii. Resource Mobilisation Officer - Private Sector and Partnerships
 - develops innovative ways for resource mobilisation investment and engaging the Private Sector.
 - In charge of the technical aspects of agreements when engaging the Private Sector and other development partners for the EPF.
 - Identify opportunities for partnerships with strategic technical and financial institutions
 - Provides support to the Principal Investment Analyst
- iii. Programme Officer, Monitoring and Evaluation
 - Monitoring and Evaluation of EPF activities and tracking of performance
 - Implementation of the EPF 5-year Monitoring and Evaluation plan
 - Reporting
- iv. Senior Communication and Visibility Officer
 - Ensures visibility of the EPF to internal and external stakeholders
 - Implementing the communication and visibility plan of EPF
- v. Principal Investment Analyst
 - Conduct research and analyse investment opportunities for EPF fund
 - Identify win-win agreements with potential partners
 - Make recommendations and follow up investments approved
- vi. Senior Risk and Compliance Officer
 - Ensures that policies and frameworks established to govern the EPF are well respected.
 - Evaluates the risks of investments that the EPF undertakes and ways in which these risks can be mitigated.
 - Provides inputs for enhanced transparency and accountability
- vii. Senior Finance Officer
 - Handles all financial aspects of the fund (accounting, reporting, etc.)
- viii. Administrative Assistant
 - Handles administrative aspects for the operationality of EPF..

5.2 Capacity building and development Needs

In terms of the capacity-building, and development needs for the EPF Unit, the staff currently in place needs to be provided with dedicated support from respective departments or directorates, such as the Directorates of Communication, Resource Mobilisations and Partnerships, Finance and Administration and Human Resources to ensure that the Unit implements its mandate as it awaits the realisation of a fully-fledged EPF Management Team.

Other than this, continuous capacity building for the EPF Management Team is critical to ensure that the EPF has the necessary capacity to tackle the financing and support needs for the ECOWAS regarding peace and security.

Furthermore, the EPF Management Team could look into incorporating technical support in building its current capacity, i.e., learning from the experiences of institutions such as the AU, EU, UN and other regional bodies within and outside the Continent, and further sourcing technical expertise to assist the EPF Management Team in the realisation of its work in the form of secondment and technical support.

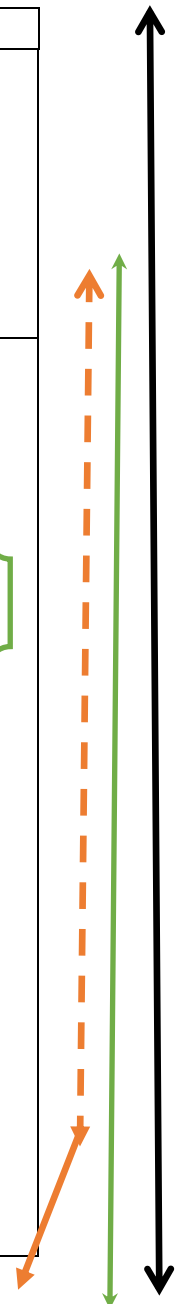
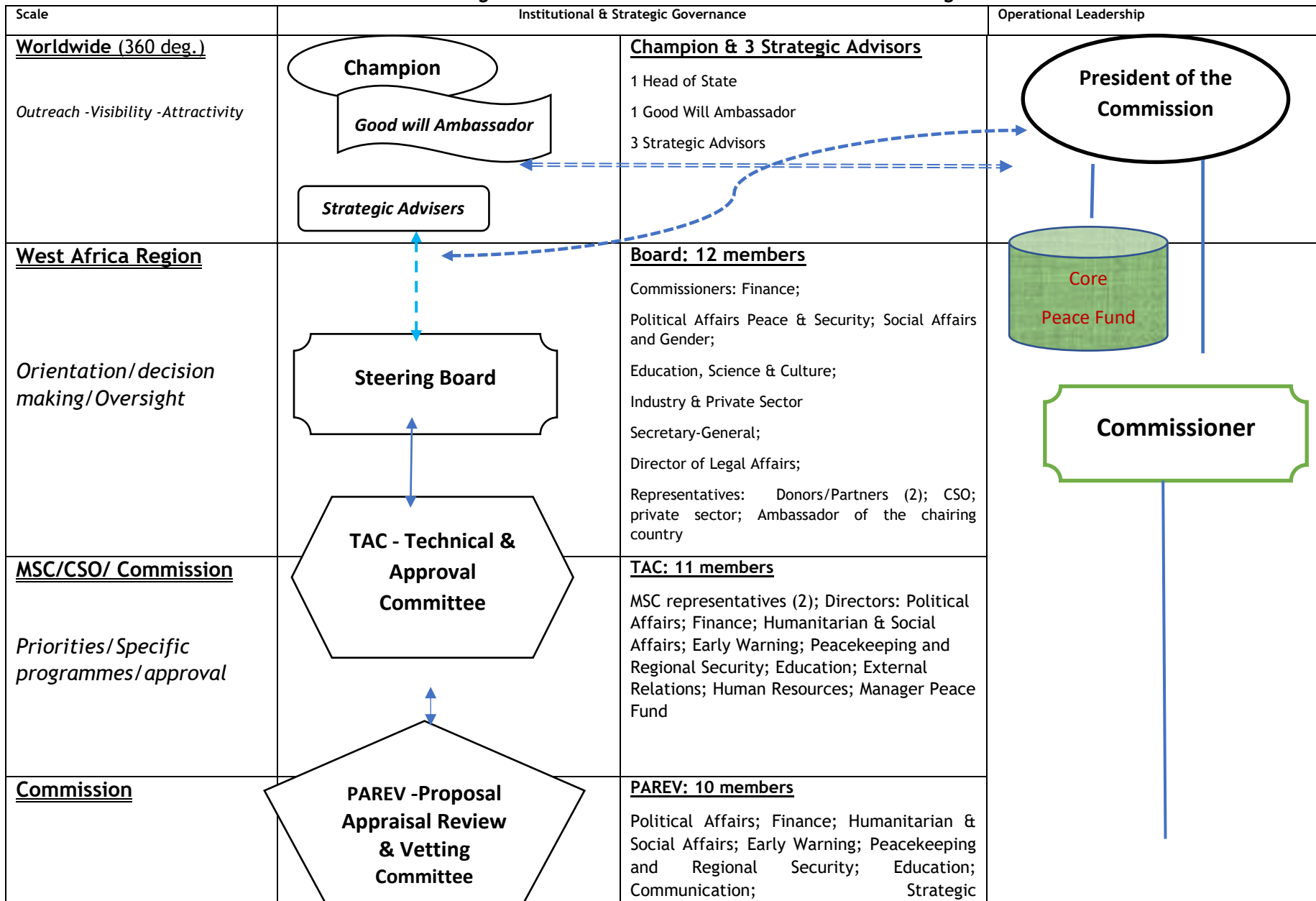
All these would assist the EPF Management Team in ensuring that it works towards the mobilisation of the necessary funding resources to tackle peace and security issues within the ECOWAS.

5.3 Governance scheme for the ECOWAS Peace Fund

The governance and management structure for EPF shown in figure 1 was proposed in June 2020 to the ECOWAS Management for consideration and further submission to the Administration and Finance Committee. This proposal is yet to be approved.

There is a need to approve and institutionalise this governance and management structure. Having a stand-alone governance and management structure that guides and supports the work of the EPF would ensure that the EPF is fully operational and that its Management team works accordingly to implementing its mandate. Though the EPF has a set governance and management scheme, there is a need for the review of this structure to ensure that it is succinct and in line with other structures at the international and continental level.

Figure 1: ECOWAS PEACE FUND Governance and Management structure



Thus, for example, consider the AU Peace Fund governance scheme, which has four components in comparison to the EPF's five. These are the Board of Trustees, Executive Management Committee, Independent Evaluation Panel, and a Peace Fund Secretariat. On review of these, both more or less play a similar role, and unlike that of the EPF, the AU PF governance scheme is currently operational and working towards the full operationalisation of the Peace Fund Secretariat within the reformed AUC structure. Thus, it should be noted that at this moment, the operationalisation and institutionalisation of the EPF are critical to ensure that the ECOWAS Commission may fully work towards tackling issues of peace and security within the region.

It is, however, necessary to recommend that instead of having a Proposal Appraisal Review & Vetting and Technical & Approval Committees, the two may be merged. As in the case of the AUPF, the ECOWAS Commission should establish an Independent Evaluation Panel to replace these two. The panel would provide periodic reviews and evaluations on the use, impact, speed and appropriateness of the Fund activities and examine performance and financial reports on its use to ensure transparency and accountability of which would be of relevance to the EPF.

6. Communication and Visibility Requirements

To build on the ECOWAS Commission brand reputation, the overall EPF team should employ a communication and visibility strategy that focuses on raising awareness of the EPF, its mandate and areas of focus, the impact it has - its achievements - and further to this the plans the EPF would unfold if fully operationalised. This should be done both internally (within the ECOWAS Commission) and externally to the EPF key stakeholders, i.e., member states, development partners, private sector, civil society organisations, and the EPF beneficiaries, who would play a critical role in supporting the EPF thus ensuring that ECOWAS tackles peace and security issues within the region.

Communication is vital in ensuring that the EPF role is understood within the Commission and all the external stakeholders affected by its implementation.

Internally, the EPF management team could commence by undertaking internal communication and awareness workshops to allow for the ECOWAS Commission departments and directorates to familiarise with and understand the work that the EPF is mandated to implement. This would ensure a reduction in duplication of work and project/programmes like that of the EPF.

Externally, the EPF management team in collaboration with the Directorate of Communication could run a targeted extensive outreach and communications campaign to generate sustained public awareness, involvement, support, and ownership on the EPF to its targeted partners and stakeholders. This communication strategy must move away from the usual norm of generic awareness-building campaigns to a more customised, target-oriented communications campaign. It should take advantage of the EPF current and former partners such as the African Development Bank, the ECOWAS Organs, and development partners to communicate and raise awareness at the member state level on the need for an EPF and the priority it should have within the region in tackling peace and security thus ensuring sustainable financing for peace and security.

Other than this, in engaging the diaspora, the EPF Steering Board in partnership with the EPF Management Team and the Communications Directorate should also look into exploring ways in which the ECOWAS member state embassies could be engaged to increase awareness on the EPF to the diaspora, working on a campaign that is centred on crowdfunding for peace and security within West Africa.

All these need to be convincing and systematically display the step by step impact that the fund would have in contributing to peace and security within the region. It is one thing to engage; all these stakeholders need to see the tangible impact that the fund has had in ensuring that funding is available to combat issues of peace and security within the region. The EPF Management Team should take its communication and visibility strategy as a start to the partnerships that it would have and build with current and targeted stakeholders, to ensure sustainable funding for peace and security issues.

Table 5 below highlights key elements of the EPF Communication requirements.

Table 5: DPF Communication Strategy

<p>Rationale</p> <p>Support the ECPF and PF implementation activities</p>	<p>Specific Objectives</p> <p>Maintain a massive public awareness and media presence at the events and activities related to the ECPF.</p> <ul style="list-style-type: none"> - Reach-out extensively to a specific target and mass audience with quality information on activities of the PF. - Ensure consistent communication, key messages, and information in all ECOWAS languages (English, French & Portuguese). - When needed, communication in local languages is also vital. - Promote debates, discussions, dialogue and inspire action on ECPF/PF, including into the school curriculum. - Motivate participation and feedback of and from various Stakeholders. - Inspire and motivate the African citizenry and diaspora to contribute to the Peace and security in the region; and - Develop communication strategies for promoting the implementation, monitoring and dissemination of information on the ECPF goals and targets of Agenda 2063.
<p>Overall Objective</p> <p>Generate sustained public awareness, support, and ownership by Africans of ECPF</p>	<p>Target Audience</p> <ul style="list-style-type: none"> - Internal: the ECOWAS Member States, Staff - External: African citizens; African Diaspora; African Institutions; Private Sector; Civil society; Media; Academics and Intellectuals; African Professionals; Bilateral and Multilateral Partners; Social Networks and Movements; Strategic Development Partners; Arts and Culture Activists (Renaissance); Sports and Recreation Personalities and other Prominent People and Opinion Leaders <p>Branding and Visual Identity</p> <p>Branding and Visual Identity, including logo, to be developed according to the ECOWAS Branding Rules</p> <p>Key Messages</p>

	<p>ECPF slogan: “Unity, Shared Prosperity & Peace.”</p>
	<p>Timeline</p> <p>Five years to be reviewed annually.</p>
<p>Implementation of Strategy</p>	<p><i>Member States</i> - Member States charged with raising awareness of the strategy to their citizens, engaging in ways they can mobilise resources internally to ensure funding for projects related to peace and security. To further work with Embassies and Representative offices to raise awareness on the EPF through advocacy workshops targeted at diaspora on ways to tackle issues of peace and security and further employ tactics to mobilise funds through crowdfunding for peace and security.</p> <p><i>ECOWAS Commission</i> - Development of intentional, strategic and sustainable communication strategy for the promotion of the implementation of goals and targets of EPF and the protocols, frameworks and charters for which it serves both internally with staff members and externally within the ECOWAS region.</p> <p><i>External Citizens and Institutions</i> - Undertake social media engagements, public forums, radio and television advertorials; and news conferences targeted at discussing different thematic areas such as elections, terrorism, governance, humanitarian issues, and sustainable and economic development issues within the region, as a way to engage citizens and institutions on issues that affect them daily whilst also raising awareness of the work of the ECOWAS in tackling these issues. By doing this, stakeholder interest to the work that ECOWAS does would increase.</p> <p>Main Actors: ECOWAS Commission (Bureau of the President, Commissioner PAPS, EPF Management Team, Department of Information and Communication); ECOWAS Organs (including Ministerial Council), Member States, Civil Society Organisations, Development Partners, and Private Sector</p>

7. Opportunities and Strategies for Implementing the EPF through Domestic Resource Mobilisation Concept

In June 2015, the African Union Heads of State and Government Assembly adopted the First Ten-Year Implementation Plan of Agenda 2063 and its Financing Mechanism (Assembly/AU/Decl.5(XXV). Following this, the Executive Council Decision (Doc. EX.CL/899(XXVII)) urged that Member States, RECs and the Commission, AUDA-NEPAD in partnership with the UNECA, and AfDB considers (amongst others), the financing of Agenda 2063 in a manner that takes into account resource mobilisation at national, regional and continental levels whilst also deepening the examination of the strategy for the domestic and external financing of Agenda 2063. This reasoning forms the basis of this section and considers sectors to consider for mobilising resources for the EPF.

7.1 ECOWAS Member States Contribution

- Since the adoption of the decision to finance the EPF through 5% of the proceeds received from the ECOWAS community levy, implementation has been lagging. There is thus a need to ensure the implementation of this decision by employing tactics that would encourage member states to contribute, i.e., strengthening the sanction measures and enforcing them rigorously to member states that do not contribute towards the community levy.
- Additionally, there is a need to revisit and revise how member state compulsory contribution is assessed in terms of peace and security to serve them better and reflect the ability for ECOWAS member states to contribute to the overall community levy.
- Furthermore, the ECOWAS Commission and EPF should engage and lobby for interested member states to, in addition to the community, voluntarily contribute to the EPF.

7.2 Private Sector Engagement

- The private sector should also be engaged and involved in financing the EPF to strengthen and increase the statutory contribution of ECOWAS member states to the EPF budget.
- The ECOWAS through the EPF management team should partner and collaborate with the private sector-based within the region to deliver on the mandate of the EPF in financing peace and security issues within the region.
- The Commission should present convincing value propositions on the need for the Private Sector to partner towards combatting issues of peace and security within the region, i.e., the essential benefits of having a peaceful economy that enhances the factors of doing business as there are no disruptions to business operations of which impact the bottom-line.
- The existence of peace and security would also result in the creation of new market opportunities and conducive environment for the private sector within the

region and further reduce or even eliminate the costs of ensuring security for private sector entities within West Africa.

- The ECOWAS Commission should also leverage on regional opportunities, i.e., the Social Sector, Philanthropists, the Diaspora, and West Africans, to mobilise resources for EPF.

7.3 Development Partnerships

- Given that the issue of peace and security affects all sectors, the economies of the region, the Continent and even beyond the Continent, continuing to involve partners is a vital and essential source of support (technical, and financial) for the ECOWAS Commission.
- However, this support should come from domestic funding, i.e., the Member States, and, Private Sector sufficiently mobilised so that the region does not solely depend on development partner support and suffer the consequences that result from donor dependence.
- Furthermore, to enable the ECOWAS Commission to have more flexibility regarding support from development partners, there is a need to encourage a move towards budget support for the Commission.
- It is good to note that addressing issues of peace and security within the region are of interest to development partners as peace in West Africa creates an enabling environment for the implementation of socio-economic and development initiatives that these development partners support and fund.

8. ECOWAS Peace Fund Comprehensive Resource Mobilisation Plan

Meaningful resource mobilisation, just as other factors already mentioned, requires an environment that would allow for resources to be mobilised domestically through the public and private sector and further ensure a substantive increase in the needed resources from investment within the domestic markets. However, the current prevailing economic and political environment, marked by challenging security concerns and weakening governance structures in most member states as well as the post-pandemic unfavourable economic outlook, is not conducive for achieving this. To this end, an aggressive and concerted effort is required to elicit new funding from both traditional and non-traditional partners.

Considering the knowledge and experience gained over its 14 years of existence and coupled with the new ideas presented in this strategic plan, the EPF is the ideal instrument to achieve this. It is thus of utmost importance that the unit be institutionalised within the ECOWAS Commission and provided with the appropriate governance structure that will enable it to achieve this mandate.

Table 6 below provides an overview of actions to be undertaken by the EPFMT to effectively mobilise the requisite resources from the 5 identified sources of potential funding - Member States community levy contribution, Member states voluntary contribution, Private Sector, International partners, and non-traditional partners (Philanthropies, diaspora, etc..). It also indicates the average targeted proportion of funding expected from the different sources over the period.

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Table 6 : Resource Mobilisation Activities

Sector	Activity	Responsible
MS Contribution (Assessed Contribution)	<ul style="list-style-type: none"> - Review MS contribution levy operationalisation (bottlenecks, channelling, sanctions regime, etc..) - Assure collection of 5% Community Levy 	<ul style="list-style-type: none"> - Commission/Management - Finance Department - EPF Management Team
MS Voluntary Contribution	<ul style="list-style-type: none"> - Engage Champion and Strategic Advisors. The Champion would be at the forefront of engaging members on contributing towards the EPF. - Develop a communication plan centred on the mobilisation of voluntary resources. - Contact/engagement 	<ul style="list-style-type: none"> - Commission/Management - Finance Department - EPF Management Team
Private Sector Contribution	<ul style="list-style-type: none"> - Identify key Privat sector partners to engage with. - Develop a strategy for private sector engagement. - Address Internal Structure and processes to ensure the creation of an enabling environment for the Private Sector. - Initial Engagement on Peace and Security and the linkages with the private Sector - Bilateral & Multilateral discussions with Private Sector within the region - Encourage continued engagement, manage expectations, and further keep informed on progress made through annual reporting. 	<ul style="list-style-type: none"> - Commission/Management - Resource Mobilisation & Partnerships Department - EPF Management Team - Implementing Departments - Communication Department - Legal Department
Other Contributions (i.e., Philanthropic, Diaspora)	<ul style="list-style-type: none"> - Identify key Philanthropic and or diaspora organisations to engage for Resource Mobilisation. - Develop a plan for engaging these stakeholders. - Contact targeted organisations within the Social and Private Sector that house these stakeholders. - Encourage continued engagement, manage expectations, and further keep informed on progress made through annual reporting. 	<ul style="list-style-type: none"> - Commission-Management - Resource Mobilisation & Partnership Department - EPF Management Team - Implementing Departments - Communication Department. - Legal Department
International Partners Contribution & Partnership Arrangements	<ul style="list-style-type: none"> - Resource mobilisation strategy - Create an inclusive environment for international partner contribution. - Bilateral and Multilateral Agreements processes. - Joint Financing Arrangements on Peace and Security - Continuous Partnership Engagement with all the development partners supporting Peace and Security programmes of the ECOWAS - Encourage continued engagement, manage expectations, and further keep informed on progress made through annual reporting 	<ul style="list-style-type: none"> - Commission-Management - Partnership & Resource Mobilisation Department. - Implementing Departments - EPF Management Team - Legal Department

Following that, the estimated amounts to be mobilised per year from each of the sources are indicated in Table 7. This shows that the mobilisation effort, if well executed, will result in the sourcing of approximately \$73 million over the five-year period. Although the bulk of the funding will still be from traditional sources - contributions from member states community levy (65%) and from international partners (29%), at least 7 % of funds will be from the non-traditional sector (which includes return on investment accounting for 1% of revenue). The expectation is that funding from the non-traditional sector will increase significantly during the subsequent implementation periods.

Finally, Table 8 presents the estimated budget for implementing the strategic plan. This show that approximately \$5.6 million will be required to execute this strategic plan.

Considering the cost of implementing the activities indicated above, the expected net revenue from the EPF activities over the period will amount to approximately \$100 million. This represents a substantial amount and implies that the EPF will be not be requiring additional ECOWAS Commission funding for its operation.

The implementation timelines for these activities over the period is presented as part of the logical framework of the strategic plan (see section xx).

Table 7: Estimated revenue from EPF Resource Mobilisation activities

Source of Funding	Year 1 (USD)		Year 2 (USD)		Year 3 (USD)		Year 4 (USD)		Year 5 (USD)		Total (5 Years) (USD)	Av. % Contribution
	%	Revenue	%	Revenue	%	Revenue	%	Revenue	%	Revenue	Revenue	
MS Contribution (Assessed Contribution)	85%	7,500,000	73%	9,187,500	64%	9,646,875	60%	10,129,219	56%	10,635,680	47,099,273	44%
MS Voluntary Contribution	1%	80,000	1%	100,000	2%	240,000	2%	405,000	2%	450,000	1,275,000	1%
Private Sector Contribution	0%	0	2%	200,000	2%	360,000	3%	540,000	4%	750,000	1,850,000	2%
Other Contributions (i.e., Philanthropic, Diaspora)	0%	0	1%	100,000	1%	200,000	1%	250,000	1%	150,000	700,000	1%
Traditional International Partners Contribution & Partnership Arrangements	11%	1,000,000	24%	3,000,000	31%	4,680,000	33%	5,500,000	37%	7,000,000	21,180,000	20%
Non Traditional international partners contribution (Scandinavian, Arab and other Asian countries)	2%	200,000	32%	4,000,000	46%	7,000,000	59%	10,000,000	63%	12,000,000	33,200,000	31%
Investment	0%	0	1%	115,773	1%	172,023	1%	211,089	1%	252,363	751,248	1%
Total	100%	8,780,000	100%	12,587,500	100%	15,126,875	100%	16,824,219	100%	18,985,680	106,055,521	
Estimated Annual Expenditure (Refer to Table xx)		1,061,800		1,273,775		1,119,300		1,118,775		1,054,300	5,627,950	
Estimated Net Revenue		7,718,200		11,313,725		14,007,575		15,705,444		17,931,380	100,427,571	

Table 8: Estimated budget for operationalising the 5-year strategic plan

	Output	Activities	Cost items	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Year 5 (USD)	Total 5 Years (USD)
1	EPF Institutionalisation	Staffing of the EPFMT	Staff wages	522,000	522,000	522,000	522,000	522,000	2,610,000
2	Branding and Communication	Develop EPF Communications Strategy/Plan	Expert fees	10,000					10,000
		Undertake extensive Communications and Awareness Campaign (internally and externally)	Communications and Awareness campaign costs	40,000	40,000	40,000	40,000	40,000	200,000
3	5% Comm Levy (CL) Operationalisation	Review MS contribution levy operationalisation (bottlenecks, channelling, sanctions regime, etc..)	Expert fees	10,000					10,000
		Engage Champion and Strategic Advisors. The Champion would be at the forefront of engaging members on contributing towards the EPF.	Missions/Meetings cost	36,000	36,000	36,000	36,000	36,000	180,000
4	Member States Voluntary Contribution	Develop MSs Engagement Plan for ways that the EPFMT can encourage them to contribute voluntarily to the EPF	Expert fees	15,000					15,000
		Engage Champion and Strategic Advisors. The Champion would be at the forefront of engaging members on contributing towards the EPF.	Missions/Meetings costs	36,000	36,000	36,000	36,000	36,000	180,000
5	Private Sector Participation	• Plan and implement initiatives/activities with the	Expert fees		20,000				200,000

		targeted private Sector to build formidable relationships for partnership on peace and security. <ul style="list-style-type: none"> • Elaborate Private Sector Stakeholder Mapping/Matrix • Develop and implement necessary Public-Private Partnership Models • Continued engagement with the private Sector, manage expectations and keep informed on implementation and utilisation of funds • Update Internal operational and management systems, i.e., Finance, Procurement, audit. 	Systems update cost		25,000	25,000			50,000
			Consultations, visits, and engagements with the Private Sector		37,500	37,500	37,500	37,500	150,000
6	General Public, Philanthropic, Diaspora Participation	Develop an engagement plan for these stakeholders.	Expert fees		20,000	40,000			60,000
		Continued engagement with stakeholders (including Youth Ambassadors, diaspora champions, etc.), manage expectations and keep informed on implementation and utilisation of funds	Outreach meetings/engagements		50,000	50,000	50,000	50,000	200,000
7	Development Partners Participation	<ul style="list-style-type: none"> • Elaborate development partners resource mobilisation strategy • Plan and implement initiatives/activities with the targeted development partners to relationships • Elaborate Joint Financing 	Expert fees		20,000				20,000

		arrangements of Peace and Security • Continued engagement with stakeholders, manage expectations and keep informed on implementation and utilisation of funds	Follow-up on Contacts/Meetings	19,000	19,000	19,000	19,000	19,000	95,000
8	Statutory Meetings		Meetings costs	200,000	200,000	200,000	200,000	200,000	1,000,000
9	An enabling environment to address conflicts in the region is fostered	Organise advocacy and awareness sessions on the need to ratify and implement existing regional policies and frameworks that enhance the peace architecture of the region	working sessions in the 15 Member states	43,800	43,800	43,800	43,800	43,800	219,000
		Engage member states policy makers and ECOWAS to review and revise key policy documents and frameworks that need to be reviewed (Mechanism, Governance, etc..)	Experts, workshops, publications, etc..		134,475		134,475		268,950
		Organise training workshops/study tour on Peace and Security thematic topics designed to strengthen the capacity of Member states and other key stakeholders to engage in Peace and Security initiatives	Training workshops	70,000	70,000	70,000		70,000	280,000
10	Investment services	Outsource investment expertise	Fees for investment services	60,000	70,000	70,000	70,000	70,000	340,000
	Total			1,061,800	1,273,775	1,119,300	1,118,775	1,054,300	5,627,950

* These are estimated amounts for 5 years and would change according to the ECOWAS Commission's grading, unforeseen circumstances and other changes that may result internally resulting from management decision

9. ECOWAS Peace Fund 5-year Strategy Monitoring and Evaluation Plan

Since the creation of the ECOWAS, several regional frameworks and initiatives have been developed. Implementation outcomes of these initiatives have, in general, been below expectation. The critical lessons learnt from past experiences together with the review of national and regional plans, as well as existing continental frameworks indicate that the following are prerequisites for the successful implementation of the EPF:

1. Ensuring a robust implementation, monitoring and evaluation arrangement as part of EPF underpinned by clear coordination mechanisms at regional and national levels is critical.
2. Fostering effective participation and inclusiveness by involving all stakeholders and clarifying their roles and responsibilities at national and regional levels in the implementation of the EPF,
3. Making proper use of existing institutions/structures or the establishment of fewer structures that are focused on institutionalising the implementation, Monitoring and evaluation of the EPF.
4. Providing implementation progress and monitoring and evaluation reports to EPF Steering Committee

Objectives and principles for Implementation, Monitoring and Evaluation Arrangements

The core objectives of implementation, monitoring and evaluation arrangements are as follows:

- a. To identify, all key stakeholders and assign tasks to be performed by each,
- b. To ensure that each stakeholder performs the task assigned on a timely basis.

The underlying principles herein include subsidiarity, accountability, and transparency in all the essential systems.

Subsidiarity

There are 2 layers for the implementation of EPF activities, and each layer should be assigned the task it can undertake efficiently and effectively. Against this background:

- a. The national level would be responsible for the implementation of key activities under the ECPF,
- b. The regional level led by the ECOWAS Commission would serve as the pillar for the implementation at the regional level. The Commission would adopt the EPF results framework to its regional realities and facilitate/coordinate implementation by member states and develop/implement monitoring and evaluation framework at the regional level.

Accountability and Transparency

To ensure that all stakeholders play their roles, the implementation framework should be:

- a. Results-driven: realistic/measurable targets set for each stakeholder and a monitoring and evaluation framework put in place to reinforce compliance; and,

- b. Evidence-driven: all decisions relating to prioritisation/focus areas, allocation of resources amongst others should be based on objectively defined criteria to ensure convergence/acceptance by all stakeholders. There is the need to develop and populate a Regional knowledge base relevant data and statistics to underpin implementation and monitoring of plans.

Stakeholder relationships for implementation, monitoring and evaluation of EPF related activities.

The critical stakeholders to actualise the principles and objectives above are defined at two levels. These levels are regional (ECOWAS Organs, Board of Trustees and ECOWAS Commission) and national (Member states). These stakeholders have specific roles concerning the implementation, monitoring and evaluation of EPF activities.

Regional Level

✓ *Council of Ministers*

- a. Key responsibilities include approval of the EPF strategy, provision of broad policy guidelines on the implementation, monitoring and evaluation of the PF activities.

✓ *Board of Trustees*

- a. The Board of Trustees provides strategic coordination in the work of the EPF. Propose recommendations to the Ministerial Committee and further review the progress made in the implementation of the results framework and approve progress reports and monitoring and evaluation reports.
- b. Key responsibilities include providing operational level oversight in the design, implementation, monitoring and evaluation of the EPF and directly supervising the Executive Management Committee as the technical coordinating Unit for the PF.

✓ *The Executive Management Committee*

Under the direction of the President of the Ecowas Commission, this Unit would undertake the following tasks:

- a. Coordinate and facilitate technical issues
- b. Review monitoring and evaluation reports
- c. Develop/implement resource mobilisation and communication strategies for the EPF

✓ *Peace Fund Management Team*

- a. The Unit would generally act as the Secretariat to the Board of trustees.
- b. The Management Team would manage day-to-day operations of the fund and report to the Executive Management Committee
- c. Prepare progress and annual reports amongst others.

National level

✓ *The Member States*

Their key responsibilities should include:

- a. alignment of national strategies on Peace and Security with the EPF
- b. Integration of regional monitoring and evaluation reports and provision of leadership.
- c. Align national visions/plans to the EPF perspectives.
- d. Lead/coordinate the resource mobilisation process and allocation efforts for peace and security at national and at regional levels.

10. Logical Framework and Indicative Timeline for EPF strategy implementation

Table 9 below presents the logical framework developed for implementation by the ECOWAS Commission, EPF Management Team and relevant offices. It provides an overview of the core activities to be undertaken to operationalise and institutionalise the EPF within the ECOWAS Commission fully.

The proposed logical framework is likely to change upon further discussion with ECOWAS Commission Management.

Table 9: Logical framework and implementation timelines

Goal: Mobilise significant resources to support peace and security efforts within the ECOWAS Region																		
Outcome: ECOWAS Peace Fund fully operationalised and institutionalised within the ECOWAS Commission Peace and Security Architecture																		
Outputs/Activities																		
Output 1: EPF Governance Structure Institutionalised within the ECOWAS Commission	Output Indicators: 1. Office of the EPF Champion and Strategic Advisors established (1 Champion and 3 Strategic Advisors) 2. EPF Steering Board established and launched (12 Board Members in place) 3. Independent Evaluation Panel established	Responsibility: 1. ECOWAS Commission Executive Management 2. Relevant Commissioners 3. Current EPF Management Unit																
	Activities	Year 1	Year 2	Year 3	Year 4	Year 5												
	1. Review possible options for the Champion and Strategic Advisors of the EPF within the ECOWAS region																	
	2. Present Options for EPF Champion to the Council of Ministers for review and selection																	
	3. Establish Office of the EPF Champion and Strategic Advisors																	
	4. Engage relevant Commissioners and offices to compose the EPF Steering Board																	
	5. Assess Development Partners, Civil Society Organisation and Private Sector and map out organisations to engage in establishing the EPF Steering Board																	
	6. Engage targeted Development Partners, Civil Society Organisations and Private Sector organisations to compose the EPF Steering Board																	
	7. Establish and launch the EPF Steering Board																	
	8. Review and establish Independent Evaluation Panel comprising internal and external experts as per advice from Steering Board																	

Output 2: EPF Management Team Capacity Enhanced and the Unit Fully Operational	Output Indicators: 1. Current capacity of the EPF Management Unit enhanced 2. EPF management team established.	Responsibility: 1. ECOWAS Commission Executive Management 2. Administration and Human Resources 3. Current EPF Management Unit																	
	Activities	Year 1			Year 2			Year 3			Year 4			Year 5					
	1. Review of proposed EPF Management Team Structure by the Current EPF Management Unit	█	█																
	2. Develop terms of reference for all staff members to be employed	█	█																
	2. Undergo relevant process for the approval of the EPF Management Team and draft terms of reference	█	█	█															
	3. Commence recruitment process for the EPF Management Team			█	█														
	4. Put in place the EPF Management Team				█														
5. Undertake capacity building and skills exchange visits to similar institutions for benchmarking and adaptation purposes	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
Output 3: Branding and Communication of the EPF enhanced	Output Indicators: 1. EPF Communications and Engagement Strategy developed 2. Awareness on the EPF improved internally and externally	Responsibility: 1. Office of the EPF Champion and Strategic Advisors 2. EPF Management Team 3. Directorate of Communication 4. Directorate of Information Technology Services 5. Expert - Communications and Engagement																	
	Activities	Year 1			Year 2			Year 3			Year 4			Year 5					
	1. Engage Expert to develop EPF Communications & Engagement Strategy		█																
	2. Conduct validation workshops for the EPF Communications Strategy			█															
	3. Conduct internal EPF communication and awareness workshops			█	█														
4. Undertake strategic, and targeted EPF external awareness campaign within the region				█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	

Output 6: Strategic Partnerships with development partners continuously developed	Output Indicators: 1. 45% of the EPF Budget obtained from development partners annually. 2. Increased support from development partners in the form of technical and in-kind support.	Responsibility: 1. ECOWAS Commission Executive Management 2. Office of the Champion and Strategic Advisors 3. Steering Board 4. EPF Management Team 5. Directorate of Information Technology Services 6. Directorate of Communication 7. Directorate of Legal Affairs 8. Expert - Development Partnerships														
	Activities	Year 1			Year 2			Year 3			Year 4			Year 5		
	1. Continue engaging with current development partners and solicit ways of improving the partnerships	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	2. Engage an expert to conduct segmentation of development partners for peace and security and develop a Joint Financing Arrangement (JFA)				█											
	3. Engage identified development partners for possible areas of partnership and support in peace and security					█										
	4. Undertake Annual/Bi-Annual EPF and Development Partners Steering engagement meetings						█			█			█			█
5. Continuously engage and manage all development partners supporting the EPF		█	█	█	█	█	█	█	█	█	█	█	█	█	█	
Output 7: Private Sector engaged as strategic partners to address issues of peace and security within the region	Output Indicators: 1. 2% of the EPF Budget obtained from private sector partners annually. 2. Increased private sector contribution to the EPF annually (Target: 5% of the EPF contributions originates from the Private Sector by the end of 5 years) 3. Improved involvement of the Private Sector in combatting peace and security issues in the ECOWAS region	Responsibility: 1. ECOWAS Commission Executive Management 2. EPF Champion and Strategic Advisors 3. EPF Steering Board 4. EPF Management Team 5. Directorate of Information Technology Services 6. Directorate of Communication 7. Directorate of Legal Affairs 8. Directorate of External Relations 9. Expert - Development Partnerships														
	Activities	Year 1			Year 2			Year 3			Year 4			Year 5		
	1. Develop Private Sector Engagement Strategy				█	█										

11. Overall Recommendations

In view of re-establishing and reinvigorating the work of the EPF, the following 12 recommendations were made (see figure 2):

1. The ECOWAS Commission should ensure that the EPF is institutionalised within the current Commission structure and further operationalised to ensure that the work of the Commission on issues related to peace and security has the necessary funding through the EPF for execution and overall implementation.
2. The ECOWAS Commission should focus on the following core areas for effective implementation of the EPF and maintaining peace and security at the member state level - the creation of an enabling environment, fostering institutional capacity building, and further working on efforts towards effective collaboration with multi-sector actors within the ECOWAS region. Having these in place would attract and strengthen partnerships with development partners, the private sector, and other organisations working with the diaspora and on philanthropical engagements.
3. Furthermore, there is a need for increased visibility of the EPF within the Commission to ensure that activities related to the EPF are prioritised. The Commission should thus employ a communications strategy that focuses on raising awareness on the EPF, highlighting its mandate and areas of focus, past achievements, current impact as well as potential impact when fully operationalised.
4. There is further need for the involvement of ECOWAS leadership and management in the operationalisation of the EPF to ensure that the fund gets the necessary attention. Herein, the Steering Board and all the other management committees should be fully operational to support and guide the work of the EPF. Other than this, the Champion, should at Heads of State level facilitate the operationalisation of the EPF pushing for contribution to the community levy and encourage voluntary contribution to the EPF to support the ECOWAS Commission peace and security-related activities.
5. Strong management and operational system of the fund would also encourage private sector involvement in the work of the EPF.
6. As the current financial rules and regulations do not allow for a mix of funds, there should be a dedicated, autonomous, and robust structure for fund management within the EPF.
7. As the ECOWAS member states contribution towards the community levy is minimal which encourages the funds' current dependency on partner funds, there is a need to employ sanctioning tactics to member states for non-payment and late payment. Sanctioning of member states may facilitate speedy contributions, thus ensuring that fund contribution for the implementation of planned peace, and security-related activities at Commission and the member state levels.
8. The 5% of Community Levy proceeds collected by the Commission should be transferred into the Peace Fund Bank account with cumulative effect. The Directorate of Finance thus needs to ensure that this is done.
9. It is further recommended that the Commission establish a mechanism that allows enables the EPF Management Team to fulfil its mandate by reducing the excessive

and lengthy administrative procedures and respecting due prudence. The reduction in the current administrative processes would be necessary to create an inclusive environment for Private Sector engagement within the EPF.

10. There is further need for the involvement of all departments engaged in the implementation of the APSA in the work of the EPF to ensure that there is no duplication in work and further encourage synergy within the ECOWAS Commission work environment.
11. There is also a need to pool the peace and security fund support from development partner and donors under the EPF. Specifically, channelling the resources from the UN Peace Building Fund through the EPF.
12. Lastly, it is recommended that this Strategic Plan be domesticated and implemented across the Commission and within the region to ensure that the EPF is fully institutionalised and operationalised.

Figure 2: 12 recommendations to reinvigorate the EPF

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ECOWAS Documents

12. ECOWAS Conflict Prevention Framework
13. ECOWAS Mediation Guidelines
14. Memorandum of the Peace Fund
15. Peace Fund and Governance Management Bodies
16. Regulation C/REG.21/12/03 relating to the establishment of a Peace Fund for ECOWAS Relating to the Establishment of the Peace Fund Regulation

Annex 1: List of Peace & Security initiatives funded by the EPF

Annex 1.1. Funding under the 5% of the proceeds of Contribution Levy Budget line

S/NO	ACTIVITY	COUNTRY	AMOUNT USD	AMOUNT CFA	AMOUNT UA	Beneficiaries	IMPACT
1	Prefinance \$2M Energy Grant S.Leone	Serra Leone	2,000,000.00		1,448,876.35	Serra Leone	Improve power supply
	TOTAL 2016		2,000,000.00		1,448,876.35		
1	Support to Sierra Leone on severe flooding and devastating landslide	Freetown	600,000.00	360,311,677.82	431,379.00	Affected Citizens	Succor provided for the victims
2	Mobilization of funds to newly established office of Special Representative of the ECOWAS President to The Gambia	Gambia	50,000.00	30,813,410.26	36,891.00	ECOWAS Commission and The Fifteen Member States	
3			121,465.00	74,857,267.48	89,622.00		
4	Provision of Financial Support to Liberia for the 2017 Electoral process	Liberia	500,000.00	294,035,825.24	352,031.00		Free fair and Peaceful election
5	Demand de Reimbursement		142,293.44	85,449,977.60	102,304.00		
6	Contribution de la CEDEAO au budget de Fonctionnement centre interregional de Coordination (CIC)	ICC Yaounde Cameroun	909,220.89	546,004,843.00	653,698.00	ICC	Operationalization of CCC (Contribution to ICC budget)
7			222,232.00	130,688,250.17	156,465.00		
	Meeting with AfDB for PADEP second generation	Cote D'Ivoire	6,304.00	3,785,674.69	4,532.36		

8	Develop ECOWAS-AAFID project	Nigeria, Cote D'Ivoire, and Guinea Bissau	40,000.00	24,021,112.62	28,759.00	Member States (Military, Police, Civilian Counterparts and Veterans)	A policy guide is produced based on baseline evidence-based data and information on the current situation regarding combat related psychological disorders, including post-traumatic stress disorder and co-morbidity of depression among security and intervention forces
	Total 2017		2,591,515.33	1,549,968,038.90	1,855,681.36		
1	Support to Burkina-Faso on the recent terrorist attack	Burkina Faso	250,000.00	135,694,367.52	172,257.00	Government and Military	Financial help provided
2	Support to Mali Supplementary Election in August 2018	Mali	766,564.00	429,726,795.38	545,516.00	Government and Citizen	Free, fair and peaceful election
3	Support to Guinea Bissau Legislative election	Guinea Bissau	500,000.00	282,278,504.03	358,338.00	Government and Citizens	Free, fair and peaceful election
4	Facilitation of Mediation Process in Togo	Togo	250,000.00	135,694,367.52	172,257.00	Government and Citizens	Inter Togolese dialogue Mediation
5	Recruitment and Deployment of Non-key experts to Togo	Togo	355,830.00	201,527,834.17	255,829.19	Government, Citizens and ECOWAS Commission	To Aide electoral process
6	ECOWAS forum on the Education for the culture of Peace Through interreligious dialogue	Niger	72,004.00	40,779,916.16	51,768.00	All member states	Strengthen the mechanism of dialogue among young people and cultivate mutual understanding and spirit of tolerance
7	ICC Interregional centre for coordination	ICC Yaoundé Cameroon	211,880.77	120,000,000.00	152,333.81	ICC	operationalization of CCC (contribution to ICC budget)

8	Support to Mali Elections	Mali	500,000.00	278,547,749.84	353,602.00	Mali	free fair & peaceful election
9	Support to Mali Elections	Mali	500,000.00	278,547,749.84	353,602.00	Mali	free fair & peaceful election
10	Electoral Process Togo	Ghana	250,000.00	135,694,367.52	172,257.00	Ghana	Inter Togolese dialogue Mediation
11	Electoral Process Togo	Togo	111,360.00	63,069,833.28	80,063.90		Maintaining political & peaceful coexistence
12	Advance Mediation Mission to Togo	Togo	5,481.00	3,104,222.23	3,940.65		Maintaining political & peaceful coexistence
13	Joint ECOWAS-UN preventive Diplomacy mission to Serra Leone and Liberia	Serra Leone and Liberia	13,024	13,024.00	16.53		
15	Follow-up committee on the Togolese political crises	Togo	22,616.00	12,808,713.18	16,260.00		
16	Technical Evaluation mission to Guinea Bissau		9,808.00	5,554,822.20	7,051.56		
17	ECOWAS election observation mission to the Legislative in Togo	Togo	279,777.00	158,453,455.41	201,148.49		Maintaining political & peaceful coexistence
18	ECOWAS Post implementation Review mission to Sierra Leone	Serre Leone	8,224.00	4,657,713.88	5,912.73		
	Induction training for ECOWAS Volunteers	Liberia	3,334.00	1,888,231.77	2,397.01		
19	Deployment d'un Expert informatician et d'un Expert end Operation Electoral pour appuyer la commission Nationale Electorale de Guinea- Bissau dans la gestion du Fichier Electoral	Guinea Bissau	25,560.00	14,476,066.01	18,376.62		
	TOTAL 2018		4,122,439	2,302,517,734	2,922,927		

1	ECOWAS Emergency Electric Power Supply Programm	ECOWAS	400,000.00	238,046,753.30	291,921.79	Member States	
2	Guinea Bissau Persidential Election October /November 2019	Guinea Bissau	500,000.00	296,992,735.45	364,208.50	Government and Citizen	Maintaining political & peaceful coexistence
3	Guinea Bissau Persidential Election October /November 2019	Guinea Bissau	500,000.00	296,992,735.45	364,208.50	Government and Citizen	Maintaining political & peaceful coexistence
4	Guinea Bissau Persidential Election October /November 2019 Final Pyt	Guinea Bissau	500,000.00	297,971,622.52	365,408.93	Government and Citizen	Maintaining political & peaceful coexistence
5	Guinea Bissau Persidential Election December 29,2019	Guinea Bissau	500,000.00	296,539,126.74	363,652.23	Government and Citizen	Maintaining political & peaceful coexistence
6	Transfer of 1,00,000 UA to EBID, ECOWAS Donation	ECOWAS	1,371,927.00	815,445,232.72	999,997.81		
7	ECOWAS contribution to International coordination center, Camaroeun. OUTSTANDING	ICC Yaoundé Cameroon	627,240.94	373,800,000.00	458,398.88	ICC	operationalization of CCC (contribution to ICC budget)
8	ECOWAS contribution to International coordination center, Cameroon. OUTSTANDING	ICC Yaoundé Cameroon	1,036,015.03	613,800,000.00	757,138.29	ICC	operationalization of CCC (contribution to ICC budget)
	TOTAL 2019		5,435,182.97	3,229,588,206.18	3,964,934.93		
1	ECOWAS support COVID-19	Member States	1,000,000.00		730,412.17	Member States	
2	Technical Support to NEC Liberia	Liberia	31,667.05		23,130.00	Government and Citizen	
3	Support to 8 long term and 20 short election observers in Guinea	Guinea	174,432.27		127,407.45	Government and Citizen	
4	COVID 19 test for election observer election first round	ECOWAS	205,226.91		149,900.23	Observers	

5	COVID 19 test for election observer election run off	ECOWAS	135,898.82		99,262.15	Observers	
	TOTAL 2020		1,547,225.04		1,130,112.00		
	Grand Total: 2007-2020		15,696,362.11	7,082,073,979.04	11,322,532.13		

Annex 1.2. Funding under the special contribution budget line

S/NO		ACTIVITY	COUNTRY	AMOUNT USD	AMOUNT CFA	AMOUNT UA	Beneficiaries	IMPACT
1	2016	Liberia AFISMA TROOP Contribution 2016	Liberia	6,029.00	3,593,667.67	4,409.52	Malian Government and Citizen	Sustainable Peace and Security
2		Nigeria AFISMA TROOP Contribution 2016	Nigeria	82,095.00	48,933,812.22	60,043.01		
3		COTE D'IVOIRE AFISMA TROOP Contribution 2016	Cote d'ivoire	202,001.00	120,405,364.44	147,740.39		
4				330,974.00	192,801,469.97	236,572.22		
5		Guinea AFISMA TROOP Contribution 2016	Guinea	500,675.00	298,433,940.40	366,185.90	Malian Government and Citizen	Sustainable Peace and Security
6		GhanaAFISMA Troop Contribution 2016	Ghana	547,981.00	326,631,312.53	400,784.78		
7		CHAD AFISAMA 2016	Chad	761,569.39	453,943,488.28	557,000.00		
8		Benin AFISMA Troop Contribution 2016	Benin	1,123,674.00	669,780,723.98	821,837.68		
9		Police Burkina Faso - 2016	Burkina Faso	1,176,609.00	701,333,325.27	860,553.51		
10		Nigeria AFISMA Troop Contribution 2016 - MILI	Nigeria	2,742,666.00	1,634,802,274.88	2,005,943.23		
11		Burkina Faso AFISMA Troop Contribution 2016	Burkina Faso	2,779,723.00	1,656,890,586.38	2,033,046.14		
12		Niger AFISMA TROOP Contribution 2016	Niger	2,875,271.00	1,713,843,232.90	2,102,928.46		
13		Senegal AFISMA Troop Contribution 2016	Senegal	2,936,947.00	1,750,606,029.67	2,148,037.33		
14		April Allocation 2016 paid from BCEAO Togo		577,099.72	332,855,163.00	408,421.60		
15		Togo AFISMA Troop Contribution 2016	Togo	3,719,073.00	2,216,802,552.92	2,720,072.11		
16		Chad AFISAMA 2016	Chad	4,501,052.84	2,682,911,963.02	3,292,000.00		
17				5,852,449.13	3,455,298,601.28	4,239,737.70		

18		Senegal AFISMA Troop Contribution 2016	Senegal	6,885,636.00	4,104,274,231.31	5,036,047.01	Malian Government and Citizens	Sustainable Peace and Security
19				7,852,449.13	4,574,267,889.96	5,612,740.97		
20				3,409,353.63	2,000,000,000.00	2,412,847.58		
		TOTAL 2016		48,863,327.84	19,366,410,401.48	35,466,949.14		
1	2017 - DATE	ECOMIB TROOPS EMOLUMENT/ALLOWANCE	THE GAMBIA	994,044.00		691,066.59	The Gambian Government and Citizens	Sustainable Peace and Security
2				1,586,767.00		1,145,093.13		
3				1,301,788.00		947,299.18		
4				1,669,369.00		1,219,327.44		
5				801,133.00		577,484.72		
6				801,133.00		577,484.72		
7				232,250.00		163,518.34		
8				842,434.50		605,545.21		
9				340,500.00		246,453.39		
10				519,583.00		368,511.65		
11				380,894.33		273,849.36		
12				380,894.33		272,005.21		
13				1,053,339.00		726,185.27		
14				589,380.00		419,424.85		
15				1,617,766.00		1,167,682.70		
16				1,669,369.00		1,182,105.23		

17				300,000.00		218,525.10		
18				300,000.00		218,191.34		
19				1,617,766.00		1,176,608.43		
20				613,161.00		431,703.20		
		ECOMIB GRAND TOTAL		17,611,571.16		12,628,065.06		
1	2017	ECOMIG TROOPS	Guinea	608,972.97	346,819,555.00	430,978.75	Guinea Bissau	Sustainable
2	-	EMOLUMENT/ALLOWANCE	Bissau	926,762.85	514,359,425.00	655,883.12	Government	Peace and
3	Date			1,044,427.05	612,683,315.00	739,155.73	and Citizens	Security
4				1,092,002.63	645,506,460.00	772,825.64		
5				1,398,467.72	796,449,059.08	989,715.30		
6				1,137,073.46	642,367,796.00	804,722.90		
7				549,996.19	300,691,047.00	389,240.05		
8				1,412,950.70	804,697,341.73	999,965.11		
9				1,618,939.23	943,568,751.00	1,145,746.09		
10				583,473.64	334,345,133.00	412,932.51		
11				583,473.64	334,345,133.00	412,932.51		
12				605,021.80	339,363,233.00	428,182.45		
13				1,493,535.16	868,669,000.00	1,056,995.87		
14				887,681.95	516,104,295.00	628,225.02		
15				534,844.45	300,000,000.00	378,516.95		

16			537,710.54	300,691,046.00	380,545.32		
17			608,021.70	339,363,233.00	430,305.52		
18			533,610.36	300,000,000.00	377,643.57		
19			606,677.91	346,819,555.00	429,354.50		
20			612,102.60	352,707,883.00	433,193.63		
21			612,102.60	352,707,883.00	433,193.63		
22			893,987.31	509,139,640.85	632,687.41		
23			250,000.00	149,339,607.34	185,578.34		
24			508,620.15	294,557,990.00	359,957.64		
25			1,000,000.00	571,647,556.85	710,363.49		
		TOTAL ECOMIG	20,640,456.60	11,816,943,938.85	14,618,841.05		

Grand Total: 2016-2020

87,115,355.60	31,183,354,340.33	62,713,855.25
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Annex 2: List of donor-funded Projects/Programmes coordinated by the EPFMT

No	Programme/Project	Institution	Budget	Duration (Years)	Status	Summary of Key Accomplishment/s	Beneficiaries and other Stakeholders
1	The European Union Support to ECOWAS Peace, Security and stability mandate Programme (ECOWAS-EU PSS Project)	European Union	29,330,000	2015-2021	On going	Set up and coordinate actions that supports the execution of the ECOWAS Conflict Prevention and Resolution actions, strengthen the capacity of the ECOWAS Peace Fund and PAPS Department	ECOWAS, EU, TRANSTEC SA, CSOs and Member States
2	Africa Peace and Security Architecture Support Programme (APSA-SP IV)	European Union	3,600,000	2020-2024	On going	Contribute to conflict prevention, Conflict management in West Africa, Coordination with Regional Economic Communities, Regional Mechanisms and the African Union	EU, African Union, ECOWAS Commission and Member States
3	Africa Peace and Security Architecture (APSA-SP) III	European Union	3,550,000	2016-2019	Completed	Contribute to conflict prevention and management in West Africa, Capacity development	ECOWAS Commission and Member States
4	Africa Peace and Security Architecture (APSA-SP) 11 & Abridge	European Union	5,040,000	2011-2015	Completed	<ul style="list-style-type: none"> · Improve visibility & stakeholder engagement, · Support peace, stability and security in Africa and provide the basis for long term sustainable development in the area of conflict prevention, peace building, management and resolution · Enhance Capacity and procurement of Equipment for ECOWAS Liaison Office in Addis Ababa · Develop an advanced ECOWAS Early Warning and Response System · Capacity building of the ECOWAS Early Warning System, Situation room Upgrade and Policy Development 	EU, African Union, ECOWAS Commission and Member States

						<ul style="list-style-type: none"> Enhanced mediation capacity of members of the Council of the Wise, Mediation and Security Council and other mediation actors, and Relationship with other Regional Entities. Establish ECOWAS Panel of the wise. Capacity building for ECOWAS standby force. 	
5	The African union - European union supported project to West African Training institutions on Peace and Security	European Union	3,710,000	2013-2015	Completed	Build the capacities of Training institutions & Training Centers Excellence in order to build the capacities of ECOWAS standby force (Civilian, Police and Military components) at strategic, operational and tactical levels.	EU, African Union, ECOWAS Member States
6	Peace Building and Governance Support - Programme Estimate 1 - 9ACP/ROC22	European Union	2,500,000	2008-2012	Completed	<ul style="list-style-type: none"> Support to office of the office of the Special representative of the President of ECOWAS Commission in Member countries (OSRES). Strengthened the region institutional capability to support electoral processes in member states. Capacity building training and Support to ECOWAS Cross Border Cooperation 	ECOWAS Commission and Member States
7	Conflict Prevention and Peace Building and Governance - Programme Estimate ROC 11	European Union	1,698,419		Completed	<ul style="list-style-type: none"> Support to office of the office of the Special representative of the President of ECOWAS Commission in Member countries (OSRES). Strengthened the region institutional capability to support electoral processes in member states. Capacity building training and Support to ECOWAS 	ECOWAS Commission and Member States
8	Conflict Prevention and Peace building Project- ROC 22 Programme Estate 2	European Union	2,327,092		Completed	<ul style="list-style-type: none"> Strengthen ECOWAS long term strategic planning and its management capacity in order to fulfil its mandate in the area of peace building and conflict prevention in a 	ECOWAS Commission and Member States ECOWAS

	(PE-FED/2010/244-494)					sustainable way. •Increase ECOWAS mediation and political dialogue capabilities in crisis areas, namely Liberia, Togo and Guinea Bissau. •Increase ECOWAS capabilities in electoral assistance and in the planning, deploying and implementing election observation missions of qualified, trained and equipped observers from the member States, specifically through the establishment and support, in coordination with other donors, of an Election Unit within the Secretariat and the development of a consistent and standard observation methodology. •Support to ECOWAS volunteers Programme	Commission and Member States
	Total European Union		51,755,511				
9	PADEP, The Support to ECOWAS Peace and Development Project - PADEP	African Development Bank (AfDB) (US\$)	15,000,000	2005-2013	Completed	<ul style="list-style-type: none"> · Set up of Peace Fund within the ECOWAS Commission. Strengthen the institutional capacities of ECOWAS and civil society · Increase programme absorption from 30% to 85%. Set up of ECOWAS Volunteers Programme. With volunteers deployed in Liberia, Sierra Leone and Guinea to support education, youth and health sectors of the countries · Develop, print the Manual of reference for the training curricula on the culture of peace for primary and secondary education sectors in West Africa , with an online portal · Provide humanitarian assistance and socio economic reintegration to 41,000 vulnerable groups (refugees, returnees and internally displaced persons) in Liberia, Sierra Leone, Guinea and Guinea Bissau 	Africa Development Bank, ECOWAS Commission, and 15 Member States United Nations Volunteers Programme, UNESCO, UNHCR, CSO Vulnerable Groups (youth, women, men)

						such as construction of more than 4000 house, building & rehabilitation of schools, provision of agricultural equipment, water, sanitation, education, health facilities and income generating activities	
10	Institutional Capacity development or peace, security in Africa	Canadian International Development Agency, Canada (CAD)	4,050,000	2006-2011	Completed	<ul style="list-style-type: none"> · Establishment of the ECOWAS Mission Planning and Management Cell · Setting up of the ECOWAS Small Arms Unit and support to the activities being implemented by the unit · Rehabilitation of the Amputees Centre in Guinea Bissau · Procurement of equipment for PAPS Directorate and for the Peace Building Center in partnership with Civil Society - WANEP · Support to training institutions on Peace and Security in West Africa · Capacity Building for ECOWAS Staff, ECOWAS Council of the Wise, Member States and Directors for Political Affairs 	CIDA, ECOWAS Commission and Member States
11	<i>Italy</i>	Italian Government (Eur)	500,000	2007	Completed	<ul style="list-style-type: none"> · Deepen the electoral processes in ECOWAS sub-region (Cote d'Ivoire Independent Electoral Commission) 	ECOWAS Commission and Member States
12	JAPAN Government contribution	Japanese Government (US\$)	44,800	2010	Completed	<ul style="list-style-type: none"> · Procurement of Equipment for EW Situation Room at the Observation and Monitoring Centre. Capacity Building of ECOWAS Citizens and institutions on the Proliferation and Control of Small Arms and Light Weapons. Electrification of the 2-level hospital in Guinea Bissau 	ECOWAS Commission and Member States
			50,000	2011			
			44,800	2012			
13	Support to conflict prevention (mediation) in Member States	Government of Greece(US\$)	325,000	2006	Completed	<ul style="list-style-type: none"> · Support to conflict prevention (mediation) in Member States 	Member States
			\$	15,464,600	0.84	12,978,201.61	
			Eur	52,255,511		52,255,510.74	

			CAD	4,050,000	0.65	2,612,695.50	
						67,846,407.85	