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This action is funded by the European Union

ANNEX

of the Commission Decision on the financing of the individual measure
in favour of West Africa

Action Document for Institutional support to ECOWAS

1. Title/basic act/ CRIS number	Institutional Support to ECOWAS CRIS number: ROC/FED/041-268 financed under the 11 th European Development Fund (EDF)	
2. Zone benefiting from the action/ location	West Africa The action will be carried out at the following locations: the headquarters of the Economic Community of West African States (ECOWAS) Commission in Nigeria and at the headquarters of the ECOWAS Bank for Investment and Development (EBID) in Togo.	
3. Programming document	European Union – West Africa Regional Indicative Programme (RIP) 2014-2020 (11 th EDF)	
4. Sustainable Development Goals (SDGs)	This programme contributes primarily to the progressive achievement of SDG 17 “Partnerships for sustainable development”, but also indirectly promotes progress towards several other Goals as targeted by the three primary components of the 11 th EDF RIP including: Goal 2 “Zero Hunger”, Goal 8 “Decent Work and Economic Growth”, and Goal 16 “Peace, Justice and Strong Institutions”.	
5. Sector of intervention/ thematic area	Non-focal area: institutional support to regional organisations	DEV. Assistance: YES ¹
6. Amounts concerned	Total estimated cost: EUR 4 000 000 Total amount of EDF contribution: EUR 4 000 000 (0.35% of Env A)	
7. Aid modality and implementation modality	Project Modality Indirect management with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	
8. a) DAC code	15110 – Public sector policy and administrative management (100%)	
b) Main Delivery Channel	42003 – European Development Fund	

¹ Official Development Assistance is administered with the promotion of the economic development and welfare of developing countries as its main objective.

9. Markers (from CRIS DAC form)²	General policy objective	Not targeted	Significant objective	Main objective
	Participation development (good governance)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Trade Development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New Born and Child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Global Public Goods and Challenges (GPGC) thematic flagships	N/A			

SUMMARY

The overall objective of this action is to enhance effectiveness, efficiency and impact of the EU aid in West Africa. The specific objectives are to ensure (i) that the ECOWAS Commission is certified for the management of EU funding, (ii) that the ECOWAS Regional Authorising Officer (RAO) Support Unit improves the coordination and monitoring of the RIP and other EU funded regional interventions, and (iii) that the ECOWAS Bank for Investment and Development (EBID) is certified for the management of EU funding. The programme will contribute to the successful preparation, implementation, evaluation and visibility of the development partnership between the EU and the ECOWAS Commissions fostering a more coherent and integrated approach to policy dialogue and to development partnership. This support will ensure consolidation and sustainability of achievements realised during two 10th EDF projects, (i) Support to ECOWAS Public Finance Management Reforms (PFMR) and (ii) the related *Programme d'appui au renforcement des capacités institutionnelles de l'UEMOA et de la CEDEAO* (PARCI).

This action has three components:

1. The first component will enable the ECOWAS Commission to develop and maintain its internal administrative/financial governance and control systems in line with international standards. It will support the ongoing reform process taking place within the ECOWAS Commission to bring its internal administrative systems in line with international standards, through activities related to the EU pillars. This support will reinforce in-house capacities in management of human resources, of procurement processes, of budgetary/accounting and audit systems. This will be achieved through on-the-job training and skills development, supported by on-going Technical Assistance (TA).

2. The second component will directly target and benefit the RAO and its support services, with

² When a marker is flagged as significant/principal objective, the action description should reflect an explicit intent to address the particular theme in the definition of objectives, results, activities and/or indicators (or of the performance / disbursement criteria, in the case of budget support).

a view to assist the ECOWAS Commission in the efficient and effective planning, preparation, implementation and monitoring of regional EDF programmes and related activities, as well as any other development and cooperation actions funded by the EU. The resources under this component will meet the operating costs of the RAO Support Unit (RAO-SU) and fund its activities. In conjunction with the Technical Cooperation Facility (TCF)³, it will also cover capacity building, training on EU development cooperation modalities and procedures, and other related areas for enhancing the management and coordination of EU and other donors funded actions.

3. The third component will benefit the EBID to ensure it develops and maintains internal administrative/financial governance and control systems in line with international standards. The activities to be implemented will build EBID's capability and eligibility to undertake the management of EU operational funding through support for ongoing reforms based on recently completed needs assessments, and in line with the European Union's External Investment Plan (EIP).

1. CONTEXT ANALYSIS

1.1 Context Description

The Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union (WAEMU) are the two Duly Mandated Regional Organisations (DMROs) for integration in West Africa⁴. The mandate and objectives pursued by the two organisations are broadly similar: fighting poverty and achieving sustainable development in a peaceful and secure environment conducive to deeper regional integration in the West Africa region. ECOWAS was established in 1975 with the purpose of promoting economic integration and cooperation in the region. WAEMU, created in 1994, achieved a customs union in January 2000.

In 2007 a change of institutional structure transformed the ECOWAS Executive Secretariat into a Commission. This broadened the impact of the organisation's work and brought new momentum to the regional integration process. Today, it provides an important forum for cooperation between its Member States, with the Commission assuming the role of a facilitator and mediator in conflict prevention, harmonisation and integration. ECOWAS has established an ambitious agenda focusing on strengthening its institutional capacity, and engaging towards a common market. Despite its successes and effective structural transformation, the ECOWAS Commission still needs to enhance its skills and processes on institutional management. This is necessary, not only in order to support and further reinforce the regional integration process in its Member States, but also to assume full and effective cooperation with the EU in the implementation of development programmes.

The Presidents of the ECOWAS Commission and the WAEMU Commission are the two designated Regional Authorising Officers (RAOs) for West Africa. The RAO configuration within ECOWAS comprises the RAO (President of the ECOWAS Commission) with two Deputy RAOs (the Vice President of the ECOWAS Commission and the ECOWAS Commissioner for Finance). A RAO Support Unit (RAO-SU) is currently under the direct authority of the Director of External Relations, within the Office of the President of the

³ CRIS number: ROC/FED/039-578.

⁴ ECOWAS comprises fifteen member states: Cabo Verde, The Gambia, Ghana, Guinea, Liberia, Nigeria and Sierra Leone, as well as the eight countries linked in the WAEMU (commonly known by its French acronym UEMOA - Bénin, Burkina Faso, Côte d'Ivoire, Guinée Bissau, Mali, Niger, Sénégal and Togo). Mauritania withdrew from ECOWAS in 2000 but has signed a partnership agreement and is included in the EDF Regional Indicative Programme.

ECOWAS Commission⁵. Staff shortages have hampered the RAO-SU in its efforts to fully exercise its mandate.

The ECOWAS Bank for Investment and Development (EBID) has a mandate to lead resource mobilisation actions for the benefit of (i) the Commission and other Community institutions for the financing of regional projects and programs; and for (ii) the ECOWAS Member States for project funding from both the public and private sectors. Weak performance during the Bank's 2010-2014 Strategic Plan were mainly due to insufficient human resources, scarce concessional financial resources and lack of ownership by its staff. Implementation of the 2016-2020 Strategic Plan should enable EBID to improve its operational and financial performance, thereby consolidating its role as a financial arm of ECOWAS. Improving organisational efficiency is aimed at raising the Bank's operational and financial performance through compliance with international banking standards, the conduct of appropriate organisational reforms and the strengthening of institutional capacities⁶.

The 11th EDF RIP (2014-2020) for EUR 1 150 000 000 was signed in July 2015 (reduced to EUR 1 070 000 000 following the mid-term review in 2017). The 10th EDF RIP (2008-2013), signed in November 2008, allocated an amount of EUR 597 000 000 (reduced to EUR 595 000 000 following various addenda). Project implementation modalities vary across a range of differing options. A significant proportion of EU aid to the West Africa Region is presently being delivered through delegation agreements with various international organisations and EU member state development agencies. This is due to the lack of compliance by the ECOWAS Commission with international standards on financial and administrative management. This denies the ECOWAS Commission access to contribution agreements to implement activities through indirect management, the preferred implementation modality for channelling EU funds. Likewise, non-certification of EBID denies the bank the possibility to participate in blending operations with the EU.

Within the RIP, both the ECOWAS Commission and the EU have acted to strengthen the capacity of the ECOWAS Commission to coordinate EU funded projects and programmes⁷. Therefore, the thrust of one component of this action offers support to the RAO in assuming ownership of the identification, formulation, monitoring of implementation, and evaluation and auditing of actions funded under the EDF and other EU funding instruments.

1.2 Policy Framework (Global, EU)

The 11th EDF RIP for West Africa was drafted jointly by the EU and the two DMROs. In line with globally agreed aid effectiveness principles, the programming process was guided by the region's policies and strategies, and those of the New European Consensus on Development "our world, our dignity, our future"⁸, the Accra Agenda for Action⁹ and the Busan Partnership Agreement¹⁰. It remains consistent with the aims of the Addis Ababa Action Agenda¹¹, and the Sustainable Development Goals (SDGs)¹². The 11th EDF RIP has three focal sectors: (1) peace, security and stability; (2) regional economic integration and trade; and (3) resilience, food security and natural resources. A fourth, non-focal sector provides for institutional

⁵ Règlement d'Exécution PC/REX.4/12/16 de la Commission de la CEDEAO, establishing a Regional EDF Unit.

⁶ See «Mission diagnostique de l'appui au renforcement des capacités de la BIDC et de la BOAD dans le cadre de la mise en œuvre des financements opérationnels de l'Union européenne dans la perspective du Plan d'Investissement Extérieur - Rapport final BIDC, 18 juillet 2018 ».

⁷ 10th EDF Public Finance Management Reforms project.

⁸ OJ C 210 of 30.6.2017.

See https://ec.europa.eu/europeaid/sites/devco/files/european-consensus-on-development-final-20170626_en.pdf

⁹ See <http://www.oecd.org/dac/effectiveness/34428351.pdf>

¹⁰ See https://ec.europa.eu/europeaid/sites/devco/files/study_of_eu_progress.pdf

¹¹ See https://sustainabledevelopment.un.org/content/documents/2051AAAA_Outcome.pdf

¹² See <https://sustainabledevelopment.un.org/>

support to the DMROs as well as TCF activities and visibility measures. In this context, this project will provide strategic support for the implementation of ECOWAS - EU Partnership.

1.3 Public Policy Analysis of the partner country/region

The overarching policy document of the ECOWAS Commission is the 2016-2020 Community Strategic Framework (CSF), which succeeds the 2011-2015 Regional Strategic Plan (RSP). This regional vision focuses on transforming the community of States into a community of peoples, through the strengthening of regional integration, socio-economic development, peace and good governance. The CSF aims to bridge the knowledge gap that exists between regional and national bodies and promote regional cooperation and integration in a coherent and coordinated way.

1.4 Stakeholder analysis

The direct beneficiaries of the project are the ECOWAS Commission and the ECOWAS Bank for Investment and Development. The main stakeholders of the action are:

- The Vice-President of the ECOWAS Commission who is currently in charge of the institutional reforms process within the Commission and reports to the President;
- The ECOWAS Directorates of Finance, of General Administration (procurement) and the Office of the Auditor General (key actors in the implementation of the financial aspects of projects and procedures' control);
- The Directorate of External Relations, under the Office of the President (in charge of the coordination and monitoring of external aid, including the RIP), and more specifically the RAO-SU;
- Technical Departments involved in the implementation, coordination and monitoring of projects;
- The EBID which aims at supporting the ECOWAS Commission in the implementation of its agenda towards regional integration;
- ECOWAS Member States and non-State Actors who need to be involved in the preparation and implementation of RIP projects.

1.5 Problem analysis/priority areas for support

For indirect management of EU funds, the EU Financial Regulation requires that the beneficiary entity demonstrate a level of financial management and protection of the EU financial interests, equivalent to that of the EU Commission. This is verified by carrying out an ex-ante pillar assessment to ensure that all systems, controls, rules and procedures comply with international standards and the criteria set by the European Commission.

A comprehensive study on the structure, policies, procedures and practices within ECOWAS institutions¹³ made recommendations to review and streamline the ECOWAS organisational set-up. In August 2018 a Roadmap was adopted to conduct the ECOWAS institutional reform process, and the subsequent implementation of the activities is currently ongoing. The change management process, under the umbrella of the Vice-Presidency, is piloted by the Administration and Finance Committee (AFC) in charge of institutional reforms. ECOWAS aims to achieve a compliance certification audit in late 2019.

Continued support to the RAO-SU office coupled with expertise provided by the TCF is commensurate with an expected increased role in the implementation of the 11th EDF and activities funded by complementary EU instruments. The proposed activities will continue and strengthen actions funded by the 10th EDF PFMR project and the revised PARCI project. The following prioritisation will consider:

¹³ Reform of the Structure, Policies, Procedures and Practices within ECOWAS Institutions: Phase 1 Report, Maxwell Stamp, April 2014.

- 1) The role to be played by the RAO in the implementation of activities funded by the 11th EDF RIP, Regional Trust Funds and other EU instruments;
- 2) The strengthened role of the RAO in Policy Dialogue, Programming & Partnership Building;
- 3) An expansion of RAO responsibilities linked to the multiplication of EU funding instruments and modalities, the post-Cotonou framework for cooperation, and coordination of activities with WAEMU, EU Delegations in the region, Member States and other development partners;
- 4) The need to continue addressing RAO-SU's shortcomings in terms of resources and capacity;
- 5) Coordination of reporting institutions and implementing partners in the monitoring of EU-supported activities, within the context of the system for monitoring all ECOWAS activities funded by community levy and other donor resources.

EBID is resolutely undergoing an institutional transition that could eventually lead to a revision of the Bank's organisational chart. A critical challenge for EBID is to strengthen its professional staff as soon as possible, which would, inter alia, improve operational efficiency, take ownership of the ongoing reforms and better respect the principle of segregation of duties (internal control). Most of EBID's activities are still subject to manual processing for the execution of operations with all the associated risks and inefficiency. However, several key ongoing projects will enable EBID to meet security requirements, and reinvigorate its operational and financial performance. In this regard, support is necessary to the two Operations Departments to upgrade these services. As with the foregoing, the rider to the PARCI project will support a range of activities that will be continued and complemented by the proposed project.

The EU-Pillars' compliance process will require a special and intensive effort from both ECOWAS and EBID staff, with the support of its key stakeholders. ECOWAS and EBID will have to demonstrate that with strong leadership, tight focus, and a maintained commitment to transformation, attainment of international best-practice standards is achievable.

2. RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
ECOWAS Commission absorption capacity to proceed with reforms is unsatisfactory.	M	Proactive involvement of ECOWAS Commission senior management to proceed with reforms and follow the quality of service.
ECOWAS' Human Resources management and financing plan not yet operational.	M	Recruitment effort to reinforce under-staffed services.
Limited capacity of the RAO-SU and sector directorates to implement EU-funded action in compliance with the procedures of the EU Financial Regulation.	M	Recruitment/assignment of qualified staff; Training sessions and assistance to reach as many qualified staff as possible; Regular appraisal of the relevant staff.
Weak co-ordination between the RAO, ECOWAS Directorates, Departments and Agencies, the WAEMU, Member State authorities, delegated implementing agencies and EU Delegations throughout the region.	M	Define clear roles for the various actors in relevant Financing, Delegation and Contribution Agreements and existing co-ordination mechanisms amongst the stakeholders with clear responsibilities of specific roles through the Steering Committee meetings.

Lack of involvement of the ECOWAS Commission in the implementation of activities by the implementing agencies	M	Strong commitment by the implementing agencies to involve the ECOWAS Commission in the implementation of activities.
Inefficiency in operations/activities of RAO-SU regarding monitoring and reporting for EU funded programmes.	M	Results-based management approach developed to increase efficiency; Clear Terms of Reference for monitoring missions for EU funded programmes.
Technical Assistance substitutes for rather than supports counterpart staff.	H	Participatory approach of TA to fully involve recipient services in ongoing activities and reforms; Training to ensure satisfactory mastery of newly introduced tools.
Inadequate quality of Technical Assistance	L	Regular follow-up of ECOWAS, EBID, EUD and implementing agencies on the service support provided; Adequate monitoring activities.
The EBID change process decelerates before certification objectives are attained.	M	Strong commitment by EBID senior management to complete the process; High-grade TA to support the process; Appropriate communication policy.
Insufficient EBID staff involved in implementation of the planned reforms.	H	Recruitment effort to reinforce under-staffed services; Use of consultants, interim staff and outsourcing in times of overload; Support towards the Young Professionals Programme.
Assumptions		
<p>Political, economic and social stability is maintained.</p> <p>The ECOWAS Commission remains committed to implementing programmes within the RIP.</p> <p>ECOWAS Commission takes leadership and is proactive in its institutional reforms.</p> <p>Beneficiary Directorates, departments, institutions and agencies (DDIAs) are committed to building capacity to oversee and manage EU funded activities.</p> <p>ECOWAS fully integrates donor funds in budgets, financial statements and reporting.</p> <p>All stakeholders overcome resistance to change in communication and information exchange.</p> <p>The RAO-SU is able to attract and retain suitably qualified, dedicated and motivated staff and acquire the appropriate information, materials and equipment.</p> <p>EBID's management has the capacity and willingness to carry out the necessary reforms to create a culture of change.</p> <p>The staff of all EBID Directorates and Services are willing to take ownership and agree to follow more rigorous administrative procedures to be integrated into the reforms.</p> <p>EBID has the human, financial, material and organisational resources necessary to comply with international standards.</p> <p>Both the ECOWAS Commission and EBID have the ability to proceed with the recruitment of additional staff without major delays.</p>		

3. LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

The proposed project will ensure continuity of the activities supported by the 10th EDF Support to ECOWAS Public Finance Management Reforms Project (PFMR), the overall objective of which is to support the ECOWAS Commission in implementing its regional strategy and pursuing its mandate in a more efficient and effective way through a better

management of its resources, and the allied *Programme d'appui au renforcement des capacités institutionnelles de l'UEMOA et de la CEDEAO* (PARCI) which is currently supporting the ongoing reform process within the WAEMU Commission, the ECOWAS RAO-SU and the EBID.

Several institutional assessments, evaluations and audits conducted over recent years have pointed to the lack of compliance by ECOWAS with international standards on financial and administrative management. This denies ECOWAS access to contribution agreements, the preferred implementation modality for channelling EU funds.

The PFMR project was designed to strengthen capacities within the ECOWAS Commission so as to achieve PAGoDA compliance and strengthen management of EDF resources. The project-based approach resulted in significant complexities and external influences on ECOWAS programmes and processes, in terms of their design, implementation and review. Significant delays and de-commitments often led to reduced effectiveness, efficiency, and poor value-for money. Six operational staff were supposed to be recruited under the PFMR project for a period of two years, to facilitate implementation of activities in the Administration and Finance Directorates. Unfortunately, at the end of 2018 the six new staff were yet to be recruited, although the related contract was signed on 14 January 2016. As regards the PARCI project, it provides for the recruitment of four key staff in the RAO-SU foreseen to happen by the end of 2018.

The EBID is determined to undergo a process leading to the certification of compliance with international best practices in the management areas related to the 7 Pillars as defined by the EU. Extensive work of upgrading various systems, controls, rules and procedures has been carried out by the Bank in all areas of management that fall under the 7 Pillars, with support from the African Development Bank (AfDB). These efforts need to be continued and intensified. The challenge for the EBID is now to appropriately capture all of these new tools, strategies and policies. Commitment by the operational management to implementing the compliance Roadmaps, and availability of technical counterpart staff who will work with TAs are also key to success.

The project aims to enable ECOWAS Commission and EBID to supplement their budgetary constraints and staffing shortfalls through technical assistance and provisions for operating expenses. The role of the technical assistance will be to operate as advisers. The TAs' should be engaged in 'guiding the doing' rather than 'doing' in terms of capacity building, and should work *with* the beneficiaries rather than *for* them. The technical assistance should carry out its mission according to the following principles: (i) a real transfer of skills and know-how to the beneficiary services; and (ii) support for the implementation of appropriate and sustainable systems, work and management tools. Technical assistance should also pay particular attention to the sustainability and institution-wide dissemination of the results obtained under the project.

3.2 Complementarity, synergy and donor coordination

GiZ has been involved in the institutional development of the ECOWAS Commission since 2008. Successive phases of their programmes have supported Strategic Management and Organisational Development, as well as Monitoring and Evaluation. The directorates concerned are the Strategic Planning Directorate, the Computer Community Centre, the Communications Directorate and the Monitoring and Evaluation Directorate. Activities within the first component of this project will seek complementarity with current and planned GiZ interventions, intended to support development of a Management Information System (MIS) and IT system (intranet).

This Programme is also complementary to activities incorporated in the third Addendum to the 10th EDF PARCI project. PARCI is an EU contribution to the capacity building of the ECOWAS and WAEMU Commissions and the two West African Regional Development Banks (EBID and WADB) to help them ensure rigorous and effective management of development and integration programmes. PARCI is currently supporting the ongoing reform process within the WAEMU Commission and will support ECOWAS (RAO Support Unit and EBID) to ensure that their internal institutional administrative systems comply with international standards. Due account will be taken to coordinate and ensure coherence with the PARCI action. The EBID benefitted from an AfDB/FAPA grant for institutional capacity building support between March 2013 (signature) and October 2017 (completion).

The second component of this programme is complementary to all EDF and related EU funded projects in the West Africa region. RAO support will contribute to increase coherence of EU programmes through a strengthened framework for consultation and regular exchanges between key stakeholders (government, donors and NSA) for the most effective management and use of EU aid. It is expected that, in addition to specific EU activities, this support will contribute to policy dialogue, donor harmonisation and coordinated ECOWAS/donor activities.

4. DESCRIPTION OF THE ACTION

4.1 Overall objective, specific objective(s), expected outputs and indicative activities

This programme is relevant for the Agenda 2030. It contributes primarily to the progressive achievement of SDG target 17 on Partnerships for sustainable development but also indirectly promotes progress towards other SDGs targeted by the three primary components of the RIP:

- Peace, Security and Regional Stability,
- Regional Economic Integration and Support for Trade,
- Resilience, Food and Nutrition Security and Natural Resources

The **overall objective** of this action is to enhance the effectiveness, efficiency and impact of EU aid in West Africa.

The **specific objectives** of the intervention will be:

SO1: The ECOWAS Commission is certified for the management of EU funding.

SO2: The ECOWAS RAO Support Unit improves the coordination and monitoring of the RIP and other EU funded regional interventions

SO3: The ECOWAS Bank for Investment and Development is certified for the management of EU funding

To achieve these objectives, this action comprises three components:

Component 1 - Support to internal administrative, financial and control systems at the ECOWAS Commission

R1.1: Capacities of the identified directorates of the ECOWAS Commission are strengthened to ensure compliance with international standards related to the EU pillars.

R1.2: The trial and final certification audits for the ECOWAS Commission are fulfilled.

Component 2 - Support to Regional Authorising Officer

R 2.1: Capacities and knowledge of the RAO-SU and technical directorates for managing and administering the project cycle for regional EDF and other EU resources are enhanced.

R 2.2: The capacity and mechanisms for policy dialogue and programming between ECOWAS Commission, EU and other development partners are improved.

R 2.3: Mechanisms for intra-ECOWAS and EBID and external coordination with the EU and development partners are strengthened.

R 2.4: Knowledge and participation of the ECOWAS Commission in EU and global dialogue in areas of mutual interest are developed and continued.

R 2.5: Transparency and awareness of the use of EU resources is ensured.

Component 3 – Support to the ECOWAS Bank for Investment and Development

R3.1: Capacities of the identified directorates of the EBID are strengthened to ensure compliance with international standards related to the EU pillars.

R3.2: Support is provided for EBID’s eligibility for the indirect management of EU funding.

4.1.1 Component 1 - Support to internal administrative systems at the ECOWAS Commission

The institutional reforms that are underway in ECOWAS started in 2006 with the transformation of the Executive Secretariat into the ECOWAS Commission. Consultancy firm Maxwell Stamp conducted a performance assessment of all of the ECOWAS Institutions. The report for phase I of this institutional audit (April 2014) proposed several scenarios for the reorganisation of ECOWAS.

The ECOWAS Commission presented a specific report to the Council of Ministers (July 2018) on the current status of the institutional reforms, the overall impact in terms of recruitment and financial implications of the operationalisation of the new organisational charts, as well as the next steps of the reform (Roadmap).

Considering the low level of preparation of ECOWAS for a first assessment of the Pillars, the PFMR TA Team recommended that a preliminary assessment (blank audit) be conducted in March 2019 to identify the necessary adjustment measures to achieve certification. The completion of the first certification audit is foreseen to take place in November 2019: ECOWAS intends to send a request for EU funding the certification audit.

This project will assist in establishing the critical EU-Pillar financial and internal control policies, frameworks, processes/systems and procedures that meet international best-practice standards. Long-term TA will be recruited to support the implementation of recommendations stemming from the institutional assessments (Maxwell Stamp) and trial audit, which will then be updated and consolidated with a view to obtaining the EU-Pillars’ certification as soon as possible. The TA should contribute to assessing the quality and ownership of results.

The long-term TA will also provide support to the ECOWAS official who will be appointed to monitor the programme in his role as coordinator of the implementation of all activities and for the preparation of periodic activity reports. He or she will ensure that the programme’s institutional support areas are evaluated in the assessment of progress towards ECOWAS certification on the 7 Pillars.

Based on the results of the institutional assessment, the support would be used to contribute to:

- Provide a long-term technical assistant, specialist in change management and institutional reforms;
- Implement a Human Resources Information System;
- Elaborate a Manual of procedures for Travel Management;
- Elaborate a Manual of procedures for Recruitment Management, and a Recruitment Plan;

- Elaborate a Manual of procedures for Training Management, and a three-year Training Plan;
- Support training and coaching activities in areas such as: HR management, Office of the Auditor General, Accounting, Procurement, Grant management, ECOLink super-users);
- Support to set up an ECOWAS Training Centre (optional).

4.1.2 Component 2 - Support to the ECOWAS Regional Authorising Officer

The project will support the operations of the RAO-SU and relevant ECOWAS Directorates, departments, institutions and agencies (DDIAs) to effectively and efficiently implement their activities with full adherence to EDF rules and procedures where appropriate. It will contribute to the recruitment and payments of salaries to RAO-SU staff, to general administrative expenditure necessary for running the RAO-SU office (ECOWAS will provide office space), and all other activities to enhance the capacities of the RAO-SU, DDIAs and other stakeholders as approved in the work programme.

In particular, the support would be used to contribute to:

Strengthening the operational capacities of the ECOWAS RAO Support Unit and associated DDIAs:

- support to the running costs of the ECOWAS RAO-SU (staff, TA, equipment & ITC);
- support to RAO-SU and DDIAs with specific tasks related to project identification, formulation, implementation, monitoring and evaluation of projects and programmes supported by the EU within the identified sectors of the RIP as well as other EU funding instruments;
- facilitating trainings to ensure capacity building in the areas of programming, project identification and formulation, procurement, financial and administrative management of projects (including EU rules and procedures), project management skills for aid effectiveness, policy dialogue and negotiation skills;
- support to development policy formulation and analysis, coordination of donor development assistance, and other allied areas for enhancing the management and coordination of EU and other donor funded interventions.

Support to mechanisms to monitor and coordinate RIP activities:

- support the development and use of effective tracking, coordination and monitoring mechanisms for EU-funded projects as well as the timely preparation of high-quality reporting, notably regarding consultations with all stakeholders involved in the management of EU-funded initiatives;
- support the monitoring and evaluation performance of project implementation agencies and ensure that delays in the execution of projects are avoided or noted and timely addressed;
- support to participation of the ECOWAS and WAEMU Commissions in coordination activities¹⁴, as well as conferences, seminars and workshops relevant to ECOWAS-EU Cooperation;
- support to visibility, communication and awareness rising related activities to promote dialogue between the ECOWAS Commission, the EU and other development partners and actors on issues of mutual interest (e.g. seminars and conferences, promotional events, press releases, publications, brochures, success stories, production and dissemination of audio-visual materials, visibility and promotional items, printing of reports, etc.).

¹⁴ This may include, inter alia, Steering Committees, ECOWAS coordination mechanism (Sectorial departments), ECOWAS and WAEMU coordination mechanism on EDF-RIP, Regional coordination mechanism (Member States, EBID, etc.), ECOWAS and WAEMU Joint Technical Secretariat to promote the convergence of ECOWAS and UEMOA policies and strategies on the EU funded projects, Technical Working Group and Strategic Orientation Committee of the EDF-RIP, links with implementing organisations and agencies, the regional Network of EDF National Authorising Officers in West Africa, EU Delegations in Member States, etc.

4.1.3 Component 3 - Support to the ECOWAS Bank for Investment and Development

The EBID's 2016-2020 Strategic Plan is based on five pillars, including improving the Bank's organisational effectiveness.

A diagnostic mission recently assessed the capacity building needs of the EBID, and made recommendations for certification of the 7 pillars regarding eligibility for EU funding management, including defining the potential areas of support for technical assistance to this bank in relation to the 7 pillars. The final report (July 2018) presents a detailed evaluation of the status of the implementation of institutional reforms in the Bank.¹⁵

The Bank does not yet have a road map for the structured and sequenced implementation of the necessary institutional reforms. Considering the low level of preparation of EBID for a first assessment, it is recommended that a preliminary assessment (blank audit) be conducted to identify and then implement the necessary adjustment measures to achieve certification for each pillar. The EBID intends to carry out a first certification audit of the pillars by the end of 2019.

Long-term TA is to be recruited under the 10th EDF PARCI project to ensure that internal institutional administrative systems within EBID comply with international standards. The TA will support the implementation of the recommendations stemming from the diagnostic mission on capacity building support of EBID, which will then be updated and consolidated following the Pillars audit of ECOWAS, with a view to obtaining the EU-Pillars' certification as soon as possible. The TA will also ensure that the programme's institutional support areas are evaluated in the assessment of progress towards EBID certification. Therefore, no additional long-term expertise is foreseen within the 11th EDF institutional support project although short-term support may be provided as circumstances demand.

However, a critical need for additional operational staff was identified to facilitate the implementation of activities in the Directorates under the overall responsibility of the Bank's Vice-President Operations. A number of key vacant positions may thus be filled for the project duration, staff that will be thereafter mainstreamed in the EBID and fully financed under the Bank's own budget.

Based on the recommendations of the diagnostic mission, the support would be used to contribute to:

- Support the recently re-launched Young Graduates Programme to recruit professional staff;
- Undertake a preliminary EU Pillar assessment (trial audit);
- Support to develop a Business Continuity Plan (BCP) for the IT Division and for EBID and to upgrade the EBID's DataCenter, including the acquisition of a new, more advanced and complete backup tool;
- Support capacity building for Pillar 2 (Accounting) to: (i) update accounting procedures, (ii) automatize payment processes, (iii) automatize business processes, and (iv) automatize budget management;
- Support training and coaching activities (as per identified capacity building needs).

¹⁵ See "Mission diagnostique de l'appui au renforcement des capacités de la BIDC et de la BOAD dans le cadre de la mise en œuvre des financements opérationnels de l'Union européenne dans la perspective du Plan d'Investissement Extérieur – Rapport final BIDC, 18 juillet 2018".

4.2 Intervention logic

An on-going process of organisation development and change management is underway throughout the ECOWAS Commission with the continued support of the EU and other donors. Before moving to a direct financing approach under a contribution agreement, ECOWAS has to demonstrate that it is a reliable professional implementing partner, capable of adopting and implementing international best practice on financial and internal controls. Considerable work remains to be completed to secure institutional compliance arising from an independent institutional audit, thus assuring high standards of performance, accountability and transparency.

Due to the on-going freeze on recruitment, the limited key staff of the ECOWAS Commission and EBID assume wide-ranging responsibilities across their areas of responsibility. This leaves them little time to undertake punctual and specialised activities that need to be accomplished. This is especially the case in reviewing and developing new policy or strategic directions, or fundamentally reviewing operational systems, procedures and processes in order to improve their efficiency or effectiveness. Additionally, the broad responsibilities that each staff carries mean that, often, they do not possess the specific expertise in every area covered by their portfolio.

ECOWAS institutional and operational frameworks have been set up in a manner that essentially makes the ECOWAS Commission the programming and coordination hub for the ECOWAS regional integration agenda, while the actual regional integration activities take place in the Member States. This approach obliges ECOWAS staff to regularly travel to Member States to attend meetings or oversee programme activities within their portfolio. This decentralised approach to ECOWAS programme implementation significantly reduces the time available to key ECOWAS staff to undertake work that requires a particular focus and concerted effort.

While the project foresees and recommends TA support to the ECOWAS Commission for programme implementation, it also recommends and provides resources for the engagement of Short-Term Experts (STEs) to undertake specialised tasks for effective and timely implementation of activities within the project implementing framework. Besides, short-term expertise provides an opportunity for targeted support by external experts who are not involved with organisational politics and therefore have better prospects of implementing sustained change. Long- and Short-Term TA will have to work closely with the relevant services of the ECOWAS Commission for the implementation of activities.

The support measure will contribute to the overall purpose of efficient and effective use of EU development funds and thereby increase the impact and the sustainability of cooperation activities of the EU in the West Africa region, notably the focal sectors identified in the 11th EDF RIP, as well as to interventions supported by complementary funds from other EU instruments. The main objective of the unit is the facilitation of project programming and preparation, coordination of activities with the different stakeholders, development of information, communication and training.

The role of the cell is to give RAO support on the following:

- Identification, formulation, programming and coordination of the implementation of EDF programmes;
- Monitoring and evaluation of EDF and related programmes;
- Coordination among the ECOWAS departments involved in the implementation of EU-funded activities;
- Dialogue with the EU, WAEMU, Member States, ICPs and all other stakeholders involved in the implementation of the EDF;
- Implement decisions of the RIP Strategic Orientation Committee (SOC);

- Training to ensure the reinforcement of capacities in the domains of programming, identification and formulation, implementation and financial & contractual management of EDF programmes;
- Development of information systems compatible with the main ECOWAS systems for the implementation, monitoring and evaluation of programmes thereby contributing to the efficiency of the cooperation, improvement of the results and easing the information flow among stakeholders.

4.3 Mainstreaming

The office of the RAO in its role of coordinating EU aid in the West Africa Region intervenes in all cross-cutting areas included in the RIP. The RAO Support component of this action includes resources to monitor and coordinate activities in EU funded actions aimed at mainstreaming cross cutting issues such as gender, environment, human rights and the participation of disadvantaged groups.

4.4 Contribution to SDGs

This programme is relevant for the Agenda 2030. It contributes primarily to the progressive achievement of SDG target 17 on Partnerships for sustainable development but also indirectly promotes progress towards several other Goals, particularly those central to the RIP 11th EDF including: Goal 16 Peace, Justice and Strong Institutions, Goal 2 Zero Hunger, and Goal 8 Decent Work and Economic Growth.

5. IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the regional institution.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4 will be carried out and the corresponding contracts and agreements implemented, is 48 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this decision and the relevant contracts and agreements.

5.3 Implementation of the budget support component

Not applicable for this action.

5.4 Implementation modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures¹⁶.

¹⁶ www.sanctionsmap.eu Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

5.4.1 Indirect management with a Member State Organisation

This action may be implemented in indirect management with Deutsche Gesellschaft für Internationale Zusammenarbeit (GiZ). This implementation entails all activities foreseen within the project as described in section 4. The envisaged entity has been selected using the following criteria. GiZ is currently implementing its own EUR 32 900 000 “Support to the ECOWAS Commission” project comprising support to the Organisational Development of the Commission, to Trade and Customs and to Peace and Security. In the area of organisational development, this project strengthens the strategic orientation of the ECOWAS Commission, the establishment of a regional monitoring and evaluation system for programmes implemented by ECOWAS and Human Resource management of the Commission. As such, it has developed considerable synergies with the 10th EDF PFMR project and initiatives from other donors. GiZ is the current chair of the donor working group on capacity building within ECOWAS. GiZ is programming a EUR 46 200 000 follow-up project which will start in March 2019 and cover the same broad categories of support. GiZ has a technical advisor in place attached to the office of the Vice President (one of the RAOs) who would assume coordination of activities programmed within this project. The high potential for synergies and reduced duplication of TA administrative support will provide considerable cost benefits to the project as opposed to alternative management modalities.

If negotiations with the above-mentioned entity fail, that part of this action may be implemented in direct management in accordance with the implementation modalities identified in section 5.4.2.

5.4.2 Changes from indirect to direct management mode due to exceptional circumstances

In the event a contribution agreement with GiZ the action may be implemented in direct management mode through procurement of service contracts, as per the following table:

Subject in generic terms, if possible	Type (works, supplies, services)	Indicative number of contracts	Indicative trimester of launch of the procedure
Technical Assistance	Services	3	Throughout the first 12 months

5.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

In accordance with Article 22(1)(a) of Annex IV to the ACP-EU Partnership Agreement, the European Commission decides that natural and legal persons from the following countries having traditional economic, trade or geographical links with neighbouring partner countries shall be eligible for participating in procurement and grant award procedures: all EU and ACP countries, and South Africa. The supplies originating there shall also be eligible.

The Commission’s authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.6 Indicative budget

Activities	EU contribution (EUR)	Indicative third-party contribution (EUR equiv.)
5.4.1 Indirect management with GiZ		
1 Component 1. Support to ECOWAS		
1.1 Activities (including TA, capacity building, support to seminars, workshops and conferences, etc.)	3 500 000	
2 Component 2. Support to RAO		
2.1 Operating costs (including staff costs, procurement & operational activities)		
2.2 Activities (including TA, procurement, capacity building, support to seminars, workshops and conferences, etc.)		
3 Component 3. Support to EBID		
3.1 Activities (including TA, capacity building, support to seminars, workshops and conferences, etc.)		
5.9 - Evaluation, 5.10 - Audit	50 000	
5.11 - Communication and visibility	300 000	
Contingencies ¹⁷	150 000	
TOTAL	4 000 000	

5.7 Organisational set-up and responsibilities

The Vice-President of the ECOWAS Commission is generally in charge of the institutional reform process within the Commission. Under the umbrella of the Vice-Presidency, the change management process is piloted by the Administration and Finance Committee (AFC). The Departments of Finance, General Administration (procurement) and the Office of the Auditor General play key roles in the financial aspects of implementation of projects and control in respect of procedures.

The RAO configuration comprises a RAO, who is the President of the ECOWAS Commission, and two RAO Deputies (the Vice-President of the ECOWAS Commission and the Commissioner for Finance), all based at the headquarters of the ECOWAS Commission. The Directorate of External Relations (DER), under the Office of the President, is in charge of the coordination and monitoring of external aid, including the Regional Indicative Programme (RIP). The RAO-SU is attached to the DER.

The President of EBID is responsible for the day-to-day management of the Bank. He is assisted by two Vice-Presidents; one in charge of Finance and Corporate Services and the other in charge of Operations. The Vice-President Operations, currently in charge of the institutional reforms process within the Bank, chairs an ad hoc Committee¹⁸ to ensure implementation.

An overall Steering Committee shall be established to oversee and validate the overall direction of the three components of the project. It will comprise the RAO or his/her representative(s), the EU Head of Delegation to Nigeria or his/her representative(s), the

¹⁷ Consider that contracts where no financing agreement is concluded, contingencies have to be covered by individual and legal commitments by 31 December of N+1.

¹⁸ Decision N°012/30/06/2016/BIDC/EBID/P-BIDC/BMI

director of External Relations or his/her representative(s), project impres administrators (where appropriate) and other members representing key stakeholders seen as relevant. The steering committee shall meet at least once per year and will be responsible for approval of work plans, programme estimates, reports and evaluations. The RAO-SU will assume the secretariat of the Steering Committee. Besides, the RAO and his services, the EU Delegation and the implementing partners will meet regularly to ascertain what services and actions need to be contracted and how best to do this to achieve the objectives of these support measures. Because of the mutual dependency of the components, these meetings have a strong coordinating role.

The RAO-SU will provide the necessary planning, coordination and implementation of the EU single regional Visibility & Communication strategy for all EU funded programmes.

The RAO, the EBID, the EU Delegation in Abuja and the operating partners will appoint focal points who will be responsible for the oversight of the project components and coordinate where necessary.

In addition, a technical coordination committee will be organised by the Technical Assistance in liaison with ECOWAS Commission and the EU Delegations involved in order to ensure good coordination between the different components of the project. The Committee will meet whenever needed.

5.8 Performance and Results monitoring and reporting

The day-to-day technical and financial monitoring of implementation of this action will be a continuous process and is part of the implementing partner's responsibilities. To this aim the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the Logframe matrix.

SDGs indicators and, if applicable, any jointly agreed indicators as for instance per Joint Programming document should be taken into account.

The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.9 Evaluation

Having regard to the nature of the action, an ex-post evaluation will be carried out for this action or its components through a joint mission with the implementing partner.

It will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the impact achieved and in case of a positive assessment of impact, uptake of the successful strategies, approaches and modes of implementation in subsequent EU actions/programmes, by other development partners, the ECOWAS Commission and non-government actors.

The evaluation reports shall be shared with the partner regional organisation and other key stakeholders. The implementing partner and the European Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner regional organisation, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Evaluation services may be contracted under a framework contract.

5.10 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

It is foreseen that audit services may be contracted under a framework contract.

5.11 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the European Commission, the partner regional organisation, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Requirements for European Union External Action (or any succeeding document) shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

APPENDIX - INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY)¹

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action, no amendment being required to the financing decision. When it is not possible to determine the outputs of an action at formulation stage, intermediary outcomes should be presented and the outputs defined during inception of the overall programme and its components. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for including the activities as well as new columns for intermediary targets (milestones) for the output and outcome indicators whenever it is relevant for monitoring and reporting purposes. Note also that indicators should be disaggregated by sex whenever relevant.

	Results chain	Indicators	Baselines (incl. reference year)	Targets (incl. reference)	Sources and means of	Assumptions
Overall objective: Impact	To enhance effectiveness, efficiency and impact of the EU aid in West Africa.	1. % of the 11th EDF RIP logical intervention framework targets attained 2. Status of EU Visibility Action Plan.	1. To be established 2: To be established	1. 100% (2022) 2: Visibility Action Plan in place and implemented in 2019	1: RIP mid-term review 2: Baseline and endline Visibility review to be conducted by the Action	
Specific objective(s): Outcome(s)	SO1: The ECOWAS Commission is certified for the management of EU funding	1.i - Status of a final Pillar certification audit by an independent entity 1.ii - Number of Pillars certified 1 .iii - % of targets set in the Roadmap of August 2018 achieved	1.i No Pillar audit carried out yet 1.ii ECOWAS is not certified regarding any of the EU pillars (2018) 1 .iii No target achieved yet	1.i Final Pillar certification audit carried out by 2022 1.ii ECOWAS is certified regarding the 7 EU pillars (2022) 1.iii 100% of targets achieved by 2022	1.i Pillar certification audit reports 1.ii Reports of the project monitoring and steering bodies 1 .iii Administration and Finance Committee for institutional reform reports	ECOWAS Senior Management is committed to conducting the necessary reforms and to establishing a culture of change. The actors concerned meet their commitments. The services of ECOWAS are sufficiently equipped to ensure satisfactory adoption.

¹ Indicators aligned with the relevant programming document mark with '*' and indicators aligned to the EU Results Framework with '**'.

	<p>SO2: The ECOWAS RAO Support Unit improves coordination and monitoring of the RIP and other EU funded regional interventions</p>	<p>2.i. - % of the 11th EDF RIP allocation still to be a) committed b) contracted c) paid</p> <p>2.ii - % of ineligible amounts detected during expenditure verifications</p> <p>2.iii - % of projects having obtained a red-light concerning implementation progress</p> <p>2.iv - average time gap between the approval of FAs and signature of contracts</p>	<p>Situation at the date of signature of the FA</p>	<p>100% (2020) 80% (2020) 80% of contracted amount paid (2022)</p> <p><2%</p> <p>0%</p>	<p>CRIS</p> <p>Audit reports</p> <p>ROM/mid-term and final evaluation Reports</p>	<p>Continued commitment on the part of regional institutions to implement EU funded actions.</p> <p>Effective coordination among Regional Institutions and implementing agencies</p>
	<p>SO3: The ECOWAS Bank for Investment and Development is certified for the management of EU funding</p>	<p>3.i - Status of a final Pillar certification audit by an independent entity.</p> <p>3.ii - Number of Pillars certified</p> <p>3.iii - % of targets set in the Roadmap achieved</p>	<p>1.i No Pillar audit carried out yet</p> <p>1.ii EBID is not certified regarding any of the EU pillars (2018)</p> <p>1 .iii No target achieved yet</p>	<p>1.i Final Pillar certification audit carried out by 2022</p> <p>1.ii EBID is certified regarding the 7 EU pillars (2022)</p> <p>1 .iii 100% of targets achieved by 2022</p>	<p>1.i Pillar certification audit reports</p> <p>1.ii Reports of the project monitoring and steering bodies</p> <p>1 .iii Ad hoc Committee for institutional reform reports</p>	<p>EBID Senior Management is committed to the necessary reforms and to establishing a culture of change.</p> <p>The actors concerned meet their commitments.</p> <p>EBID services are staffed to ensure satisfactory adoption.</p> <p>The quality of dialogue and communication is strengthened, especially with the DUE.</p>

Outputs	Output 1.1: Capacities of the identified directorates of the ECOWAS Commission are strengthened to ensure compliance with international standards related to the EU pillars	<p>O1.1.i. Status of HR Information System</p> <p>O1.1.ii. Status of the Manual for Travel Management</p> <p>O1.1.iii. Status of the Manual and Recruitment Plan</p> <p>O1.1.iv. Status of the Training Plan and Manual</p> <p>O1.1.V. Number of staff (disaggregated by department, sex) trained on: new HRM procedures, OAG (financial control, internal audit, performance audit), Accounting (new Manual of procedures, consolidation, treasury management, budgetary management), Tendering (new code, manual and tools), Grants (incl. contribution agreement), ECOLink super-users</p>	<p>O1.1.i. No Talent module</p> <p>O1.1.ii. No Travel Management Policy and Procedures Manual</p> <p>O1.1.iii. No Manual and Recruitment Plan</p> <p>O1.1.iv. No Training Plan and Manual for training management</p> <p>O1.1.v. No staff trained on related new procedures</p>	<p>O1.1.i. ECOLink's HCM Talent module operational available</p> <p>O1.1.ii. Travel Management Policy and Procedures Manual available</p> <p>O1.1.iii. Manual and Recruitment Plan available</p> <p>O1.1.iv. Training Plan and Manual for training management available</p> <p>O1.1.v. All involved staff trained</p>	<p>O1.1.i. to iv Short-term TA reports and Project activity reports</p> <p>O1.1.v. Training evaluation reports</p>	<p>ECOWAS has the necessary means to comply with international standards.</p> <p>The change process momentum is maintained</p> <p>ECOWAS agents are available and engage in implementation of the reforms.</p> <p>Reforms are well-suited to the intended beneficiaries.</p>
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	<p>Output 1.2: The trial and final certification audits for the ECOWAS Commission are fulfilled</p>	<p>O.1.2.i. Status of preliminary 7-Pillar Audit</p> <p>O.1.2.ii. Number of recommendations from the institutional diagnosis, the self-evaluation and Pillar audits certification implemented with support of the Action</p>	<p>O.1.2.i. No compliance audit performed (2018)</p> <p>O.1.2.ii A Roadmap to guide the institutional reform process available (August 2018)</p>	<p>O.1.2.i. At least one trial compliance audit performed (2022)</p> <p>O.1.2.ii All recommendations implemented on the basis of the updated and consolidated Roadmap (2022)</p>	<p>O.1.2.i. Pillar compliance audit reports</p> <p>O.1.2.ii Administration and Finance Committee for institutional reform reports</p>	<p>Accompanying measures ensure the controlled reorganisation of ECOWAS services.</p> <p>Positive evolution of recruitment procedures, assignments, performance evaluation and remuneration.</p> <p>Recruitment of quality staff and provision of necessary resources within ECOWAS services</p> <p>Participatory approach by TA for the transfer of skills and know-how.</p>
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	Result 2.1: Capacities and knowledge of the RAO-SU and technical directorates for managing and administering the project cycle for regional EDF and other EU resources are enhanced.	O.2.1.i - % and number of draft Action Documents contributed to by RAO-SU with the support of the project.	2018 baseline	100% by 2022	Project reports	Contracted staff remain in position.
		O.2.1.ii - % of projects, where RAO-SU participates in the SC meetings and presents reviews of the project reports / performance with support of the TA	2018 baseline	100% by 2022	CRIS	Human resources with the right technical expertise are assigned to the NAO-SU and line ministries.
		O.2.1 .iii - % of projects, for which RAO-SU hosted and commented on review, ROM, evaluation and audit missions with the TA support				
		O.2.1.iv - % of staff of RAO-SU and target directorates trained in EU funding, management modes, aid modalities, instruments and tools, and their coordination (disaggregated by sex).				
		O.2.2.V - Status of method guides and training packages for the ADs, tenders, contracting, reviews, ROM and evaluations.				

	<p>Result 2.2: The capacity and mechanisms for policy dialogue and programming between ECOWAS Commission, EU and other development partners are improved.</p>	<p>O.2.2.i - Status of Participation and the institutional memory of RAO and other ECOWAS staff to policy dialogue sessions with the support of the TA</p> <p>O.2.2.ii - no of RAO and other ECOWAS staff trained on policy-legal and institutional assessment and policy planning / formulation and reform planning (disaggregated by institution, department, sex)</p> <p>O2.2.iii - no of staff of RAO and other ECOWAS trained in EDF Programming instructions and regulatory framework (disaggregated by institution, department, sex)</p> <p>O2.2.iv - number of RAO and other ECOWAS staff trained in budgetary and financial planning (disaggregated by institution, department, sex)</p> <p>O2.2.V - Status of contributions by RAO and other ECOWAS staff to the draft of the next RIP with the support of the TA (disaggregated by institution, department, sex)</p>	<p>2018 baseline</p> <p>2018 baseline</p>	<p>100% by 2022</p> <p>Monthly</p>	<p>Minutes of meetings</p>	
	<p>Result 2.3: Mechanisms for intra-ECOWAS and EBID and external coordination with the EU and development partners</p>	<p>RO.2.3.i - Records of high-level missions reflect capacity development focus.</p> <p>O.2.3.ii - % of participants who have indicated satisfaction with the content of conferences/ seminars/meetings attended.</p>	<p>N/A</p>	<p>>95%</p>	<p>Minutes of meetings</p> <p>Questionnaires</p>	<p>Key stakeholders willing and able to attend conferences and seminars, and complete evaluation questionnaires.</p>

	<p>Result 2.4: Knowledge and participation of the ECOWAS Commission in EU and global dialogue in areas of mutual interest are developed and continued</p>	<p>O.2.4.i. - Status of ECOWAS internal procedures and protocols for managing the EU project cycle - with identified roles, power and delegation of its structures</p> <p>O.2.4.ii - Status of RAO - EUD indicative schedule for coordination of programming, identification and formulation, and for ROM, audit and evaluations.</p> <p>O2.4.iii - Status of ECOWAS- RAO and EBID cooperation procedures</p>				
	<p>Result 2.5: Transparency and publicity of the use of EU resources is ensured through visibility/communication of EU actions.</p>	<p>R.2.5.i. Average monthly number of articles in national and regional media on EU-ECOWAS cooperation</p> <p>R.2.5.ii -- Total number of participants in Average to monthly number of visibility and official events, including project-related ceremonies. (disaggregated by sex)</p> <p>R.2.5.iii - Number of followers in Social media.</p>	<p>2018 baseline</p> <p>2018 baseline</p> <p>2018 baseline</p>	<p>Increased by 2020</p> <p>Increased by 2020</p> <p>Doubled by 2022</p>	<p>Press monitoring conducted at the EUD & RAO-SU</p> <p>Events monitoring conducted at the EUD & RAO-SU</p> <p>Project activity reports</p> <p>Social media</p>	<p>Feasible communication and visibility plans are enacted</p> <p>Availability of partners to participate in EU events</p> <p>Media interest in development and particularly the EU portfolio is maintained</p>

<p>Result Output 3.1: Capacities of the identified directorates of EBID are strengthened to ensure compliance with international standards related to the EU pillars.</p>	<p>R.3.1.i. Number of new systems, controls, rules and procedures adopted and implemented</p>	<p>2018 baseline</p>	<p>Increased by 2022</p>	<p>Project activity reports</p>	<p>EBID has the necessary means to comply with international standards.</p>	
	<p>R.3.1.ii. Number of deliverables expected from the TA approved by the EBID, RO and the DUU (Others to be specified to the activities that will be retained)</p>	<p>2018 baseline</p>	<p>Increased by 2022</p>	<p>Activity reports from EBID Departments</p>	<p>The change process momentum is maintained</p>	
	<p>O.3.1.i Status of Young Graduates programme Number of new staff recruited / assigned and trained with support of the Action</p>	<p>O.3.1.i Critical need for 41 staff to be recruited to strengthen most of the Bank's services</p>	<p>2018 baseline</p>	<p>O.3.1.i At least X young professionals recruited and trained by 2022 Increased by 2022</p>	<p>Short-term TA reports</p>	<p>EBID staff is sufficient and engages in the implementation of reforms.</p>
	<p>RO.3.1.iii. Number of new staff recruited / assigned and trained staff with support of the Action</p>	<p>O.3.1 .ii No Business Continuity Plan</p>	<p>2018 baseline</p>	<p>O.3.1.ii A Business Continuity Plan available by 2022</p>	<p>O.3.1 .ii Short-term TA report</p>	<p>Reforms are well-suited to the intended beneficiaries.</p>
	<p>O.3.1.iii Review accounting procedures (IPSAS/IFRS) ; computerisation of payment processes, business processes, and budget management</p>	<p>O.3.1 .iii Accounting procedures to be updated; targeted manual procedures to be automated</p>	<p>2018 baseline</p>	<p>O.3.1.iii Accounting procedures reviewed; payment processes, business processes, budget management computerised by 2022</p>	<p>O.3.1 .iii Short-term TA reports</p>	<p>Annual evaluation sheets signed by EBID agents.</p>
	<p>RO.3.1.iv. Number of training actions carried out Number of staff trained in Pillar 2 Accounting (disaggregated by department, sex).</p>	<p>O.3.1.iv. No staff trained on related new procedures 2018 baseline</p>	<p>2018 baseline</p>	<p>O.3.1.iv. All involved staff trained Increased by 2022</p>	<p>O.3.1.iv. Training evaluation reports</p>	<p></p>

	<p>Result Output 3.2: Support is provided for EBID's eligibility for the indirect management of EU funding The trial and final certification audits for EBID are fulfilled</p>	<p>RO.3.2.i. Status of Certification preliminary audit of the 7 Pillars by the action realised</p> <p>R.3.2.ii. Number of Pillars correctly certified by the International Audit Firm</p> <p>RO.3.2.iii. Number of Recommendations from the institutional diagnosis, self-evaluation and Pillar audits are implemented with support of this Action</p> <p>R.3.2.iv. Number of follow-up meetings and Project steering committees (minutes)</p> <p>R.3.2.V. Number of TA reports approved.</p>	<p>Audit not performed (2018) O.3.2.i. No compliance audit performed (2018) No pillar certified (2018)</p> <p>2018 baseline O.3.2.ii No Roadmap to guide the institutional reform process (2018)</p> <p>N/A</p> <p>N/A</p>	<p>O.3.2.i. At least one trial compliance audit performed (2022)</p> <p>EBID is correctly certified regarding all the EU pillars (2022)</p> <p>O.3.2.ii All recommendations are implemented on the basis of a Roadmap. (2022)</p> <p>All scheduled meetings are held as per FAs</p> <p>All TA reports are approved.</p>	<p>O.3.2.i. Pillar certification compliance audit reports</p> <p>ECOWAS annual reports O.3.2.ii Ad hoc Committee for institutional reform reports Project activity reports</p> <p>Minutes of meetings and steering committees</p> <p>ROM monitoring and evaluation reports</p> <p>Reports on the organisational, and systems audits.</p>	<p>Accompanying measures ensure controlled reorganisation of EBID services.</p> <p>Evolution of recruitment procedures, assignment, performance evaluation and remuneration</p> <p>Recruitment of quality staff and provision of the necessary resources within EBID services</p> <p>Participatory approach by the TA for the real transfer of skills and know-how in favour of beneficiary services.</p>
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