



Strategic and Medium Term Action Plans of ECOWAS Early Warning And Response System: 2016 – 2020

Final Draft

Early Warning Directorate

**Department of
Political Affairs Peace and Security (PAPS)**

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ACRONYMS AND ABBREVIATIONS

APSA	African Peace and Security Architecture
ASF	African Standby Force
AU	African Union
CEWS	Continental Early Warning System
CSOs	Civil Society Organizations
ECOWAS	Economic Community of West African States
ECOWARN	ECOWAS Warning and Response Network
EPSA	ECOWAS Peace and Security Architecture
EWD	Early Warning Directorate
EWS	Early Warning System
ESF	ECOWAS Standby Force
GIS	Geographical Information System
RECs	Regional Economic Communities
MoU	Memorandum of Understanding
WACSOF	West Africa Civil Society organizations Forum
WANEP	West Africa Network for Peacebuilding

EXECUTIVE SUMMARY

The ECOWAS Early Warning System (EWS) was established under Chapter IV of the 1999 Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security. As part of the ECOWAS Peace and Security Architecture (EPSA), the ECOWAS Early Warning and Response System, has evolved out of lessons and experiences in the management of conflicts in the region, especially since the early 1990s. The Early Warning Directorate coordinates the system. The activities of the EWD include collecting open sourced information largely based on 66 pre-determined regional peace and security indicators analysing and submitting timely reports with recommendations to the Office of the President of ECOWAS through the Office of the Commissioner, Political Affairs, Peace and Security for action. The EWD performs these activities through the ECOWARN Field Reporter, a web-based field monitoring, interactive analysis, and visualization tool customized for the ECOWAS region that functions by a network of field monitors collecting early warning data and feeding it to the ECOWARN in Situation Room in Abuja, the headquarters of the system.

Currently, the response component of the ECOWAS early warning and response system is fairly centralised, and is made up of: a.) The Authority of Heads of State and Government; b.) The Mediation and Security Council, with its three arms (Committee of Chiefs of Defence; Council of the Wise; and ECOWAS Standby Force); and c.). The ECOWAS Commission President. This has weakened the link between early warning and early alert, especially at the national and local levels. The ECOWAS Commission seeks to operationalize decentralized early warning and response system that involves all key stakeholders at the local, national and regional levels. The key is to set up NERMs as a component of the overall regional early warning and response system to enhance 'proximity policing' and early response at local and national levels, and also minimize the inertia associated with the current over centralized regional response mechanism.

Towards this end, the EWD has prepared this strategic plan to achieve the following objectives: The overall Goal of ECOWAS EWRS is: *To have in place a fully integrated, decentralized and effective early warning and response system by 2020 [i.e. NEWRMs are functional in all member states, and are linked to a Consolidated Situation Room and regional response mechanisms in Abuja]*

The strategic objectives to achieve this goal in the period 2016-2020 are:

1. To improve the link between early warning and early response mechanisms at local, national and regional levels by operationalizing NEWRMs in all 15 member states, linked to a Consolidated Situation Room and regional response mechanisms in Abuja
2. To strengthen the technical and management (including coordination) capacity of EWD and PAPS to ensure sustained effectiveness and efficiency of the ECOWAS early warning and response system at the regional level
3. To institutionalise a results based management system in EWD/PAPS that ensures learning and knowledge management for sustained excellence in early warning and response mechanisms

4. To improve partnerships and cooperation with RECs, AU, UN and other partners towards enhanced visibility, collaboration, quality improvement and leveraging of partnerships, financial and technical resources

The strategies and activities to be undertaken to achieve these objectives have been set out in a Logframe for the period 2016 – 2020, accompanied by a Medium Term Action Plan. In addition implementation arrangement, including M&E and financing plan for realising the plan have been elaborated.

In the face of the continued violent conflicts, the relative fragility/volatility of many member states, and the emerging new threats to human security in the ECOWAS region it is imperative that the objectives set out in the strategic plan and the accompanying Medium Term Action Plan are accorded the necessary urgency and financial and technical support.

An annual evaluation of progress made in implementing the plans and in realization of the objectives and targets is a minimum requirement for ensuring that the plan is implemented.

1. INTRODUCTION

1.1. Background of ECOWAS Early Warning and Response System

The ECOWAS Early Warning System (EWS) was established under Chapter IV of the 1999 Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security. The functional scope of the ECOWAS EWS covers human security in the region, and embraces operational and structural conflict, including crisis management and new/emerging threats to peace and security. The legal basis, the focus on human security, and the regional or transnational scope of the EWS are embedded in: the Revised Treaty (1993); the Supplementary Protocol on Democracy and Good Governance (2001); the *Declaration on a Regional Approach to Peace and Security*, issued in 2003 at the Summit of Heads of State and Governments; the Convention on Small Arms and Light Weapons (2006); and the ECOWAS Conflict Prevention Framework (2008); among other official and legal instruments of ECOWAS.

The 1999 Protocol mandates the Early Warning Directorate (EWD) to be responsible for data collection, monitoring, analysis and reporting of conflict early warning signs with emphasis on options for response. These reports are sent to the President of the ECOWAS Commission, through the Commissioner Political Affairs, Peace and Security. The intent is to provide credible and corroborated information for ECOWAS in the prevention, management and resolution of conflicts. In addition to the 1999 Protocol, the ECOWAS Conflict Prevention Framework (2008) enhances the responsibility of the EWD to include process-based cooperation between ECOWAS and Member States, ECOWAS and Civil Society, ECOWAS and other regional and international partners, (including private sector, RECs, the AU and UN system) in conflict prevention with a focus on human security, and structural causes of conflict.

The ECOWAS Early Warning and Response System is part of the broader African Peace and Security Architecture (APSA), and the Continental Early Warning System (CEWS), made up of the early warning mechanisms of eight Regional Economic Communities of Africa (RECs)¹. As part of APSA, the RECs are mandated to contribute to the African Standby Force (ASF) and the CEWS. In addition to this, the ECOWAS-EWRS and the ECOWAS Standby Force (previously known as ECOMOG), like the Mechanisms of the other RECs, collaborate with the UN early warning and peacekeeping systems. As part of the ECOWAS Peace and Security Architecture (EPSA), the ECOWAS Early Warning and Response System, has evolved out of lessons and experiences in the management of conflicts in the region, especially since the early 1990s.

1.2. ECOWARN: The Early Warning Component of the System

The early warning component of the system is coordinated by EWD, and is currently made up of three components:

- a. Early Warning Directorate (EWD), comprising
 - An Observation and Monitoring Centre (also known as the Early Warning Centre or Situation Room) at the ECOWAS Commission in Abuja, Nigeria; and

¹The eight regional early warning mechanisms considered to be part of CEWS are those of IGAD, ECOWAS, SADC, AMU, EAC, COMESA, ECCAS and CEN-SAD

- Four Zonal Bureaus² located in Banjul, Ouagadougou, Monrovia and Cotonou covering all the 15 members states of ECOWAS.
- b. A network of civil society monitors in member states that are coordinated under the West Africa Network for Peacebuilding (WANEP³), functioning in partnership with the EWD and the Zonal Bureaus. WANEP, in addition, maintains a Liaison Officer in the EWD at the ECOWAS Head Office in Abuja, to facilitate the interface between ECOWAS, WANEP and civil society in general on matters relating to early warning and conflict prevention
- c. A network of two national government focal persons in each member state, working with ECOWAS national structures and the Zonal Bureaus.

The activities of the EWD include collecting open sourced information largely based on 66 pre-determined regional peace and security indicators⁴, analysing and submitting timely reports with recommendations to the Office of the President of ECOWAS through the Office of the Commissioner, Political Affairs, Peace and Security for action. The EWD performs these activities through the ECOWARN Field Reporter, a web-based field monitoring, interactive analysis, and visualization tool customized for the ECOWAS region. Currently, ECOWARN is characterized by:

- i. A network of 45 field monitors/reporters (30 Government designated and 15 civil society/WANEP monitors) operating in all 15 Member States, whose primary responsibilities are to gather on-ground information, which is forwarded to the Heads of the Zonal Bureaus for quality control and initial analysis, and for onward transmission to Early Warning Centre in Abuja.
- ii. Teams of analysts and GIS specialists in the Situation Room at the Headquarters in Abuja, who further verify and analyze the data, and make recommendations (including response options) to the ECOWAS President through the Commissioner of PAPS.

This way the ECOWARN enables the EWD to provide real time baseline analysis of the peace and security situation in the region through a collaborative effort with civil society, the Media, research institutes and Think Tanks. The ECOWAS Peace Exchange Forum (managed by the WACSOF, an umbrella of civil society organizations in the region) is another Module for collecting early warning data to feed the ECOWARN.

Fig. 1 provides an overview of the various modules by which EWD generates conflict early warning or alert:

² The Zonal Bureaus are to be dismantled, and the network of national monitors is to be enhanced as part of a new initiative to operationalize National Early Warning and Response Mechanisms (NEWORMs) in all member states, as ECOWAS moves towards a decentralized early warning and response system anchored on a “social policing” approach. See Section 4 for more details on the new initiative to operationalize NERMs.

³ West Africa Network for Peacebuilding (WANEP) is both a strategic and implementation partner to the ECOWAS Early Warning and Response Mechanism, leveraging CSO participation at local, national, regional and Continental levels in early warning and early response.

⁴ These 66 indicators cover nearly all aspects of state and human security, including socio-economic development, democracy and the rule of law, humanitarian issues, environment, and natural resource governance.

Fig. 1: Modules

A. ECOWARN Reporter (web database)

1. Situation reporting (SitRep)
2. Incident reporting (IncRep)
3. Response Reporter (ResRep)

B. News Event (Open Source Information)

C. The ECOWAS Peace Exchange (web forum)

- A **forum** accessible on the web capable of supporting the exchange of commentary, narratives and unstructured observations

D. Geographic Information System (GIS)

E. Archiving System

F. Media Module (News Clippings/African Reporter)

PAPS Retreat: November 13-15, 2013 Abuja

On a daily basis several comprehensive early warning reports are produced, which appear as Daily Highlight, weekly and monthly situation reports, situation briefs or other thematic reports and distributed among the hierarchy and partners according to established EW data sharing protocols. Based on its activities, the EWD generates a number of outputs, consisting of the following:

- Daily Highlights
- Situation Reports:
 - Weekly Situation Report
 - Quarterly Security Situation Reports
 - Annual Peace and Security Situation Report
 - Situation Update Report
- Periodic Country Policy Briefs
- Incident Report
- Thematic / Specialised Reports

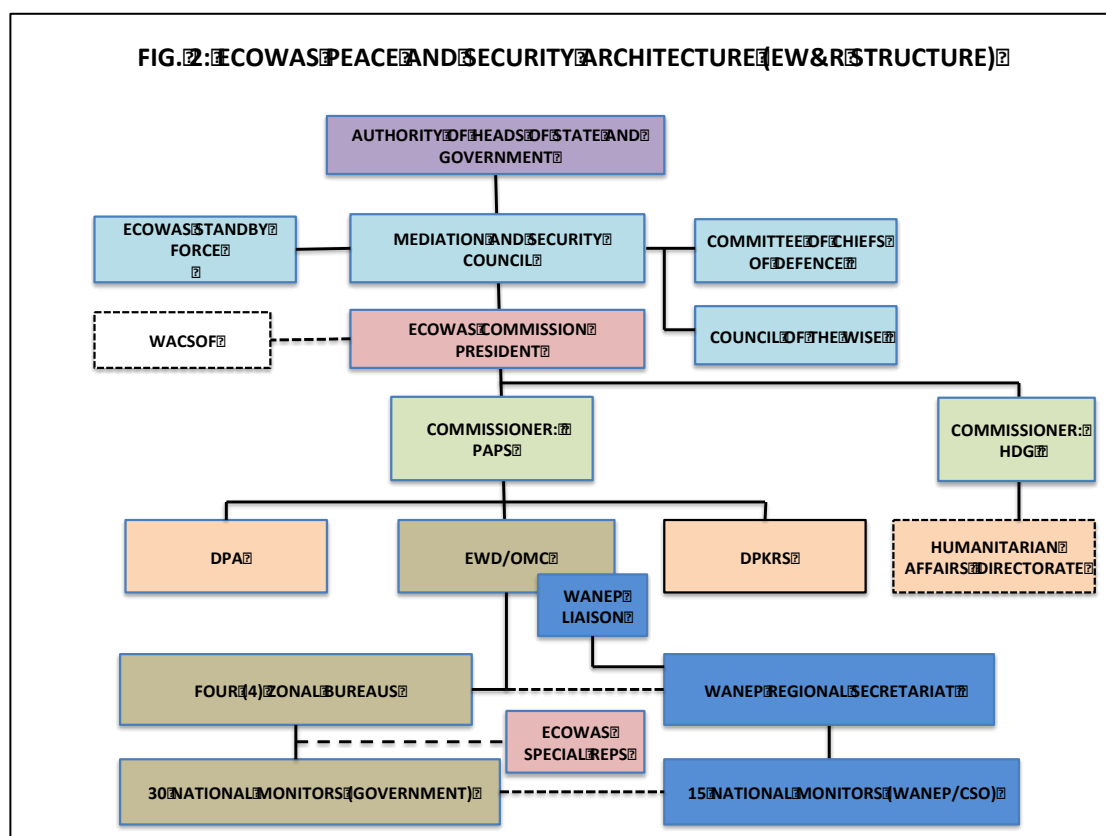
1.3. The Response Component of the System⁵

Currently, the response component of the ECOWAS early warning and response system is made up of:

- a. The Authority of Heads of State and Government;
- b. The Mediation and Security Council, with its three arms (Committee of Chiefs of Defence; Council of the Wise; and ECOWAS Standby Force); and
- c. ECOWAS Commission President

Fig. 2 is a schematic depiction of the current ECOWAS Peace and Security Architecture and the location of the Response Mechanisms.

⁵The contents of this section are cited largely from “Early Warning System and Response Mechanism Review-Final Report” Early Warning Directorate in collaboration with the Directorate for Political Affairs, Department for Political Affairs, Peace and Security, February 2013: pps. 17-18.



The Authority of Heads of State and Government is at the apex of the ECOWAS regional peace and security architecture. This is the highest decision making body of the Mechanism and is composed of Heads of State of the 15 ECOWAS member states. According to Article 6 of the 1999 Protocol, it has “powers to act on all matters concerning conflict prevention, management and resolution, peacekeeping, security, humanitarian support, Peacebuilding, control of cross-border crime, proliferation of small arms, as well as all other matters covered by the provisions of this Mechanism”.

The Mediation and Security Council comprises nine Member States, of which the Authority elects seven. The other two members are the current chairman and the immediate past chairman of the Authority, each of whom has an automatic right to membership of the Mediation and Security Council. Decisions of the Mediation and Security Council are taken by a two-thirds majority vote of Members present. According to Article 10 of the 1999 Protocol, the Mediation and Security Council should:

- a) Decide on all matters relating to peace and security;
- b) Decide and implement all policies for conflict prevention, management and resolution, peacekeeping and security;
- c) Authorise all forms of intervention and decide particularly on the deployment of political and military missions;
- d) Approve mandates and terms of reference for such missions;
- e) Review the mandates and terms of reference periodically, on the basis of evolving situations;
- f) On the recommendation of the Executive Secretary (now Commission President), appoint the Special Representative of the Commission President and the Force Commander.

There are also three instruments established in the 1999 Protocol to assist the Mediation and Security Council, which constitute important response instruments of the EWS.

The first of these is the ***Committee of Chiefs of Defence***, which according to Article 19 of the above Protocol is tasked to assist the Mediation and Security Council in: a.) Formulating the mandate of the Peace keeping Force; b.) Defining the terms of reference for the Force; c.) Appointing the Force Commander; and ^[LS]~~sed.~~ d.) Determining the composition of the Contingents.

The Council of the Wise is a list of eminent personalities from several different social segments compiled annually by the Commission President and approved by the Mediation and Security Council at the level of the Heads of State and Government. The individuals on this list are asked to “use their good offices and experience to play the role of mediators, conciliators and facilitators” when requested to do so by the Commission President or the Mediation and Security Council (Article 20). In practice, the ECOWAS Council of the Wise is one instrument that has been used in various mediation efforts and also in the observation of elections. These individuals are often supplemented by Special Envoys, deployed by the President to conflict zones for preventive diplomacy purposes. They interface with local actors, AU, EU and UN representatives on the ground to monitor daily developments and are tasked to intervene in a timely manner to diffuse potential tensions during peace processes. Additionally, ECOWAS fields mediators to complement the efforts of representatives on the ground.

Finally, the **ECOWAS Standby Force** is charged with the following missions under Article 21 of the Protocol:

- a. Observation and Monitoring;
- b. Peacekeeping and restoration of peace;
- c. Humanitarian intervention in support of humanitarian disaster;
- d. Enforcement of sanctions, including embargo;
- e. Preventive deployment;
- f. Peace building, disarmament and demobilisation;
- g. Policing activities, including the control of fraud and organized crime;
- h. Any other operations as may be mandated by the Mediation and Security Council

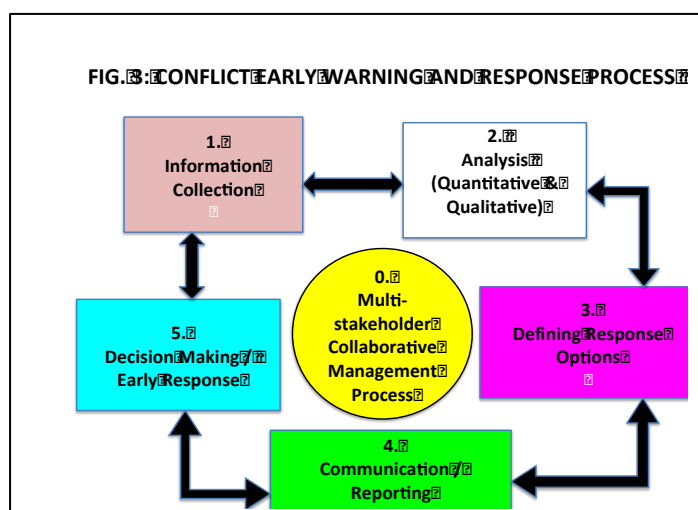
The ECOWAS Commission President has the power to initiate actions for conflict prevention, management, resolution, peacekeeping and security in the region according to Article 15 of the Protocol. Such actions can include fact finding, mediation, facilitation, negotiation and reconciliation of parties in conflict. The role of the Commission president includes the power to:

- i Recommend the appointment of the Special Representative and the Force Commander for approval by the Mediation and Security Council;
- ii Appoint members of the Council of Elders (now Council of the Wise);
- iii Have responsibility for political, administrative and operational activities and provide logistic support ^[LS]~~sed.~~ for the mission;
- iv Prepare periodic reports on activities of the Mechanism for the Mediation and Security Council and ^[LS]~~sed.~~ Member States;
- v Deploy fact finding and mediation missions, on the basis of his/her assessment of the existing ^[LS]~~sed.~~ situation;
- vi Convene, in consultation with the Chairman of the Authority, all meetings of the Mediation and ^[LS]~~sed.~~ Security Council, the Council of Elders, and the Defence and

- Security Commission;
vii Implement all decisions of the Mediation and Security Council.

1.4. Summary of current ECOWAS Early Warning and Response Process

The current process of early warning and response⁶ is depicted in Fig. 3. It is a multi-stakeholder collaborative process involving a network of field monitors at the local and national levels who collect early warning data and report them through ECOWARN for



analysis in the Situation Room, and the generation of alert reports and response options. These are then communicated to the ECOWAS President through the Commissioner PAPS. Responses are then generated and subsequently implemented through the various response structures or mechanisms.

Though the intentions of all stakeholders, as expressed in the Protocol, and all the

other policy and framework documents, point towards an integrated early warning and early response system, practice over the years has created an artificial separation of the early warning component from the response component. This has blinded the eye of the early warning mechanism from its efficacy, because the rationale for responses in ECOWAS conflict prevention, management and resolution have not necessarily been premised on the alert reports from the early warning component of the system⁷. In real time, conflict responses in ECOWAS have been premised on classified intelligence sources, as well as diplomatic and military sources, that are not necessarily covered through the open source approach, or the information from the ECOWARN, Peace Exchange Forum and other modules that are currently used by the ECOWAS Early Warning Directorate (EWD) in generating conflict alert and response options.

To address this challenge, the EWD has initiated steps towards improving collaboration with the official ECOWAS intelligence networks and diplomatic sources to corroborate the reliability of alert data and reports. Moreover, the EWD has initiated action to improve collaboration with the Mediation and Facilitation Division that is being set up under the Directorate of Public Affairs towards enhancing the links between early warning and early response. These efforts are driven by the intention of the EWD to have a fully integrated and functional system that lays the foundation for effective responses by ECOWAS in preventing and mitigating violent conflicts in the region.

⁶ The new or improved business process (work flow) by which the ECOWAS EWRS would function is presented in Section 5.3

⁷ Report on “The ECOWAS Early Warning Architecture and Mediation Efforts in Liberia and Togo”, by A. S. Bah and O. O. Oshita, March 2010

1.5. Strategic Plan for ECOWAS Early Warning and Response System

It is in pursuit of these intentions that the EWD decided to formulate a strategic plan for the period 2016 – 2020 to guide the Directorate and all key actors in the ECOWAS EWRS on strategic changes required to improve the effectiveness of system, and to ensure a more functional link between early warning and early response. This is the first strategic plan of the ECOWAS Early Warning and Response System. It consists of nine Chapters. Chapter 1 is an introduction on the background and how the system is currently set up. Chapter 2 is a Situation Analysis, describing the achievements, challenges and a SWOT analysis of the system. Chapter 3 presents the theory of change emanating from the analysis and the strategic priorities (focal areas of action) that emerge from choosing this conceptual framework to guide interventions. Chapter 4 contains the Vision, Mission, strategic objective and the architecture or organisational set by which the objectives will be realised. Chapter 5 is the Logical framework spelling out the intended impact, outcomes, outputs and activities the system seeks to deliver/undertake in the period 2016-2020, including indicators for measuring success and achievements. Chapter 6 is the Medium Term Action Plan to guide the implementation of the strategic plan. Chapter 7 presents the implementation arrangements, and Chapter 8 is the conclusion.

2. SITUATION ANALYSIS

2.1. EWRS Strategic Plan within ECOWAS Vision 2020 and Regional Strategies

It is important to situate the strategic plan of the early warning and response system within the broader framework of the ECOWAS Vision 2020, the ECOWAS Regional Strategic Plan, and the ECOWAS Commission Strategic Plan. In essence, this strategic plan of the ECOWAS EWRS is a further elaboration of the goals, objectives and outcomes already outlined in the ECOWAS Vision 2020, the ECOWAS Regional Strategic Plan, and the ECOWAS Commission Strategic Plan, with regard to the focal area of “*Conflict Prevention and Emergency Response Management*.” In the 2011-2015 Regional Strategic Plan and the Regional Medium Term Action Areas of ECOWAS, the goals, objectives and strategies for ensuring conflict prevention and emergency response management in the region include initiatives to:

- Upgrade the Early Warning System and strengthen the capacity of the network for conflict prevention and management
- Establish conflict resolution bodies in conflict management, prevention and peace-building

Similarly, in the 2011-2015 Strategic Plan of the ECOWAS Commission, *Conflict Prevention and Emergency Response Management* is the first key area of focus. And the strategies for ensuring effectiveness in this action area, as articulated in the plan are:

- a. Change in focus from being reactive to being proactive as regards regional conflicts
- b. Effective use of peace and security observation systems (early warning and response systems) to prevent conflicts
- c. Enhancement of conflict prevention and mediation strategies and techniques
- d. Increase efforts in promoting good governance (promote democracy, ^[1]accountability and transparency, access to justice, etc.)
- e. Resolve refugees’ and internally displaced persons problems in areas of conflict
- f. Speedy response to humanitarian crisis and natural disasters

The goal is to “Facilitate the achievement of Good Governance and strengthen the Conflict Prevention, Management, and Resolution Mechanisms.” The Objectives, expected outcomes, and means of verification outlined in the ECOWAS Commission Strategic Plan 2011-2015 are as shown in Table 1 below.

Table 1: Early Warning and Response in ECOWAS Commission Strategic Plan

Objectives	Expected Outcomes	Means of Verification
a. Good governance	Sustainable peace, stability, security and development in the West African region	Availability of sustainable world- class democratic, economic and social institutions in member states Improved human development indices Global rankings of member states on standard performance indices such as corruption and good governance indices
b. Conflict Management (prevention, resolution and post-conflict activities)	Peace and security in the region	Situation reports on member states Country risk assessment ^[1] _[SEP] Conflict systems reports/trans-boundary conflicts
c. Emergency response and disaster management.	Mitigation of the human sufferings arising from natural and man-made disasters	Speed of response in situations of emergencies and disasters Situation reports from incidents sites

The objectives and strategies elaborated in both the ECOWAS Regional Strategic Plan and the ECOWAS Commission Strategic Plan are likely to remain fundamentally valid over the period 2016 – 2020. They, therefore, constitute the main pillars of reference in elaborating the strategic plan for the ECOWAS Early Warning and Response System. In light of this, the thrust of the strategic plan for ECOWAS-EWRS 2016–2020 is to build on the objectives developed in 2010 for this focal area in the ECOWAS Regional Strategic Plan and the ECOWAS Commission Strategic Plan 2011 - 2015.

The strategic plan for ECOWAS EWRS 2016 – 2020 further elaborates on the critical changes and improvements to be undertaken to “Facilitate the achievement of Good Governance and strengthen the Conflict Prevention, Management, and Resolution Mechanisms.” The EWRS strategic plan seeks to provide more details on what would need to be done to achieve the objectives and outcomes outlined in the ECOWAS Commission 2011-2015 strategic plan and beyond, within the context of lessons learnt to date, and more recent realities and developments in the peace and security landscape in West Africa.

As can be seen from the strategic plan of the ECOWAS Commission 2011-2015, the primary goal owner/accountable Department for this focal area is the Department of Political Affairs, Peace and Security. The secondary goal owner/responsible Directorates are: Political Affairs; Peace Keeping and Regional Security; Early Warning; and

Humanitarian and Social Affairs⁸. This shows the alignment of current thinking within the Commission's strategic plan; namely, that early warning and early response goes beyond the remit of the Early Warning Directorate, encompassing the functions of other Directorates in PAPS and even beyond PAPS.

2.2. Linking Early Warning and Early Response at the Regional Level

Strong recommendations have been made in various studies and reviews calling for improved links between early warning (as the generation of alerts and alternative response options) and early response (as actions and interventions that seek to prevent and manage or resolve conflict). Notable among these reviews and studies are: (1.) Memorandum on ^[17]the Report of the Meeting of ECOWAS Permanent Representatives and the Committee of Technical Experts on Political Affairs, Peace, and Security on the ^[17]After-Action Review of ECOWAS Initiatives and Responses to the Multidimensional Crises in Mali, March 2014; (2.) Final Review Report on Early Warning System and Response Mechanism, February 2013; and (3.) Report by A.S. Bah and O.O. Oshita, dated March 2010 on "The ECOWAS Early Warning Architecture and Mediation Efforts in Liberia and Togo". These reports and reviews take into consideration the paradigm shift towards human security and the need to improve links between early warning and early response. They identify the main challenges that have faced the EWRS to include: (a.) the artificial separation between the work of EWD that focuses on operational and structural prevention, and those led by the Directorate of Political Affairs and DPKRS related to day-to-day operational prevention and crisis management; (b.) the weak linkages between the EWD and other non PAPS Directorates; (c.) the weak capacity of Zonal Bureaus to perform their data collection and preliminary analytical roles; (d.) the missing link between Zonal Bureaus and ECOWAS Special Representatives in the member states; and (e.) the need to enhance the professional and technological capacity of the Situation Room with regard to analysis and generation of corroborated alert reports, and the formulation of analysed / simulated response options.

Currently, the functional framework of the evidence-generation component of the early warning and response system is fragmented, causing different reports to be sent to the Commission President from EWD, DPA, and DPKRS (all in the Department of Political Affairs, Peace and Security); and also from the Department of Social Affairs and Gender, other Departments of ECOWAS Commission; and from intelligence, military and diplomatic sources⁹. What is missing in the evidence-generation aspect of the EWRS is a multi-stakeholder collaborative process (coordinated in a "Consolidated Situation Room") that would promote the creation of consolidated and corroborated early-warning evidence and the generation of collaborative, carefully analysed and corroborated response options to be used as the basis for early response. In the current dispensation, both the responders to conflict early warning alerts, and other providers of analysis (DPA and DPKRS in particular) in the Commission are operationally and physically separated from the EWD. As the February 2013 review report puts it: *The "limited information sharing among Commission Directorates and the absence of joint analytical process among providers of analysis undermine the full use of the existing Commission expertise and efforts to ensure that peace and security decisions are backed by well-corroborated, comprehensive and pragmatically valuable data and analysis."*

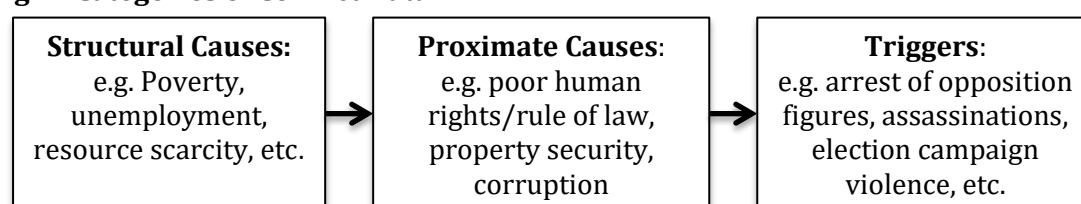
⁸ Refer to ECOWAS Commission Strategic Plan 2011-2015, page 25

⁹ As mentioned elsewhere, the place of national/regional intelligence reports, and the role of the ECOWAS President's Special Representatives in the EWRS have not been openly defined, though they obviously play significant roles in influencing decisions on responses to conflict in the region.

The main recommendations from the various reviews include the need for improved collaboration among all providers of analysis and conflict early warning evidence as well as those involved in the generation and analysis of response options. This would be a way towards enhancing the quality, reliability, and timeliness of the evidence-base and the decision/response options that are presented to the Commission President. Another key recommendation is the need to improve the interface between the providers of conflict early warning evidence and the various response structures. The argument is that this would “*ensure that peace and security decisions are backed by well-corroborated, comprehensive and pragmatically valuable data and analysis.*” Obviously, this calls for a much closer cooperation among the Directorates within the Department of Political Affairs, Peace and Security; namely, EWD, DPA and DPKRS. In addition an improved coordination is required with the Department of Social Affairs and Gender as well and the Department of Agriculture, Environment and Water Resources in the collection, analysis and authentication of conflict early warning evidence and the corresponding generation and analysis of response options. This is especially because the 66 early warning indicators cover socio-economic, environmental and humanitarian crises as well.

Specifically the 2010 report of Bah and Oshita on Liberia and Togo recommend that the conflict early warning indicators would need to be clustered into structural causes, proximate causes and Triggers, as that would enhance the prediction of emerging conflict by monitoring the triggers.

Fig. 4: Categories of Conflict Data



2.3. Decentralizing Early Warning and Early Response

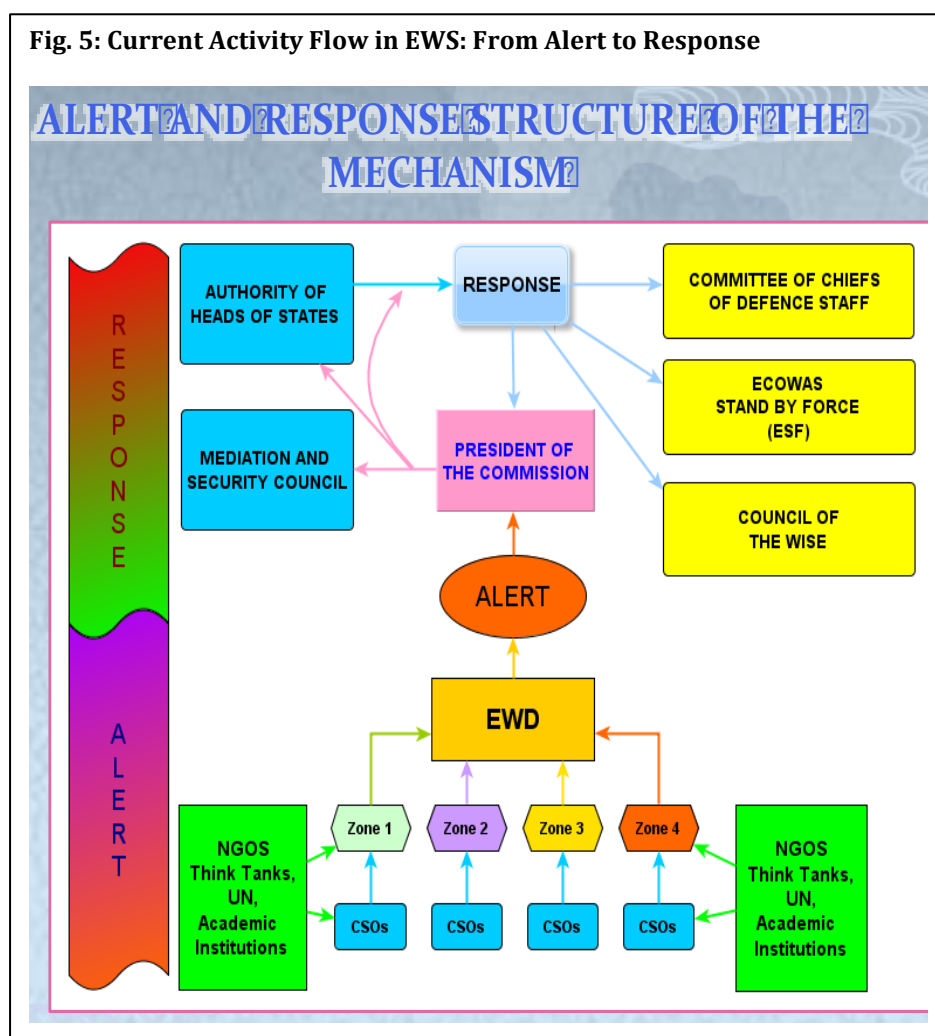
The current ECOWAS EWRS is fairly centralized. As depicted in Fig. 5 below, data is collected, analysed and reported to the Commission President, from where all responses subsequently emanate. After 12 years of managing this relatively centralized regional early warning and response system, operated primarily at the headquarters in Abuja, ECOWAS has initiated concrete actions towards developing a decentralized early warning and response system.

In July 2014 the Authority of Heads of State and Government at the Summit meeting in Accra, Ghana adopted a policy framework for the operationalization of National Early Warning and Response Mechanism¹⁰ (NEWRM) in member states, linked to the regional EWR centre in Abuja. The NEWRM is expected to be a capable local/national level mechanism to enable timely alert and early response close to the source of conflict. They will be linked to the regional level for referral and higher level or higher order analysis and response. It is anticipated that the changes would also entail improved coordination and synergies among the various responses (preventive diplomacy, mediation, peacekeeping, peacebuilding, post-conflict reconstruction, etc.) and regular systematic

¹⁰ ECOWAS is to embark on a project with USAID support to operationalize the NEWRM.

after action reviews to distil lesson learnt towards sustaining effective peacebuilding and conflict prevention approaches and structures. The NERM is described in more detail in Chapters 3 and 4 as part of the new ECOWAS EWRS architecture.

Fig. 5: Current Activity Flow in EWS: From Alert to Response



2.4. Cooperation with other RECs, AU and UN Early Warning Mechanisms

The ECOWAS-EWRS is expected to strengthen its collaboration with the CEWS, the Early Warning Systems of other RECs of the AU, and also with the UN in the areas of: data gathering, information sharing, the generation of response options, and development and deployment capacity and resources, especially related to cross-border and inter-state conflict. It is apparent that ECOWAS has the most advanced EWRS in Africa, in terms of its openness to civil society involvement, and actual field experiences in addressing intra-state and inter-state conflict. Be that as it may, it seeks to improve is collaboration with these continental and international EWRS or mechanisms for purposes of learning, adherence to standards and continuous improvement in line with current state of the art. What would be needed going forward is a systematic framework to support learning and quality improvement in the science and art of early warning and early response, encompassing all actors from the local, national and regional levels in alert generation and response implementation.

2.5. SWOT Analysis of the ECOWAS Early Warning and Response System

The SWOT analysis is an assessment of the strengths, weaknesses, opportunities and threats of the EWRS. It examines the internal forces working for and against the system's objectives and the external forces that have impact on its ability to achieve its mandate.

2.5.1. Strengths

A key strength of the ECOWAS EWRS is the personnel in the Headquarters and the network of field monitors in the member states. These personnel ensure that data is gathered and transmitted to the ECOWARN and WANEP national and regional offices; and that the data is translated into meaningful alert reports and corresponding response options in the Situation Room for the attention of the Commissioner PAPS and onward to the ECOWAS President.

The partnership between ECOWAS and WANEP (CSOs) is a major success in the ECOWAS early warning and response system. The MOU signed (and renewed periodically) between ECOWAS and WANEP constitutes a professional partnership mechanism by which the EWRS benefits from funding (hidden subsidies) and technical personnel from professionals in CSOs to support the collection, interpretation, and communication of early warning data and conflict early warning response.

The ECOWARN is a good use of modern technology as part of the early warning system, as it enables speedy and timely reporting. Through the ECOWARN, weekly and monthly reports and bulletins are made available so that the staff at PAPS can make informed choices and decisions based on trends in each member state. The benefit of the ECOWARN reporter is that it reduces the error of transmitting relevant information and the cost of traveling for representatives and national observers in the different member states. It should be noted however that training is needed for the staff so that they can all transmit the same language and coding into the system. The other modules (such as the GIS, Peace Exchange Forum, etc.) that augment ECOWARN in the generation of alert reports and response options make the ECOWAS EWRS highly effective.

The ECOWAS-EWRS is perhaps the most advanced and tested early warning system among the eight REC early warning and response systems or mechanisms on the continent, having been involved in the largest number of interventions since the early 1990s. The EWRS benefits from the political clout of ECOWAS as a regional structure that is accepted by member states to gather early warning data and also to undertake interventions in member states. The member states and its people have a favourable view of the work and performance of the ECOWAS-EWRS.

2.5.2. Weaknesses

As stated earlier, the major weakness of the EWRS is the poor and almost non-existent collaboration among the various Directorates in PAPS and with other key Departments of the ECOWAS Commission (such as Social Affairs and Gender, Agriculture, Environment and Water resources), resulting in weakly corroborated early warning data and response options. This phenomenon of non-cooperation is a systemic issue and needs to be addressed within the Commission, so that alert reports and responses are corroborated and delivered in a synergetic manner. Hopefully, the on-going organizational restructuring process in the Commission will address this problem.

The second major weakness of the ECOWAS early warning and response system is that data analysis and the generation of responses are unduly centralized in Abuja. The system fails to use capable local peace and security structures and stakeholders at the grassroots and national levels as the first stage response structures in a carefully orchestrated referral system. The current centralized system causes delays in mitigating conflicts that could easily be dealt with at the community/national level by competent CSOs (such as WANEP), and multi-stakeholder national response mechanisms (such as the District and Regional Security Committees, and the National Peace Council in Ghana). It will be expedient for ECOWAS-EWRS to fully empower and utilize competent CSOs and other national peace building and conflict prevention structures that are present in the member states, and at the grassroots, to respond to imminent security threats before they escalate.

The ECOWARN reporter and the work of the analysts in the Situation Room seek to provide comprehensive reliable and quality data and reports for EWRS to function effectively. Yet, improvements are still required in the frequency, timeliness, completeness and quality of data from the national monitors. Some of the reasons for these shortcomings are frequent electricity outages, lack of access to broadband Internet connections. There is also the need to enhance competence in the situation room with regard to qualitative and quantitative analyses and geo-spatial simulation of responses. It is therefore imperative that ECOWAS and WANEP jointly configure and train staff to use ECOWARN reporter and the field monitors appropriately and also provide the necessary technology, infrastructure and equipment for its use.

A related structural weakness in the ECOWAS conflict early warning data gathering, analysis and response generation is the exclusion of classified intelligence report, and information from military and diplomatic sources from the process. In a report - "The ECOWAS Early Warning Architecture and Mediation Efforts in Liberia and Togo" – dated March 2010, Dr. A. Sarjoh Bah and ¹¹³Dr. Oshita O. Oshita, make this point, and also state that: *"The current configuration of the ECOWAS Early Warning System is heavily tilted towards the technical side and its reliance on open sources makes it more apt for structural and proximate analysis, with limited ability to predict triggers, a critical component for early warning and early response."* Regarding the linkage between early warning and early response, the Bah and Oshita report states further that, *"...early warning represents only a single tool in a toolkit. There is an array of other information sources, formal and informal, that provides the ECOWAS Commission with options and strategies for action in any given situation. Hence, the ECOWAS responses ... have been informed by among other things, analyses from the Early Warning Directorate; communication between the Commission and governments of member states; special envoys; diplomatic reports; input from civil society; Council of the Wise and personal contacts of the President of the Commission... advice of close associates and confidants, side-by-side with the formal channel of the Early Warning System."* The multiple sources of alert can cloud judgment in the crafting of responses.

According to Bah and Oshita, another weakness is the absence of a feedback mechanism between the EWD and the President of the Commission. This remains a big challenge as it robs the EWD of the internal capacity for self-evaluation of its strategy, methods, scope, depth, packaging, and overall functionality. An internal lesson learning process anchored in systematic after action reviews could improve future alert generation and responses.

The 66 indicators are too broad and not sufficiently calibrated/differentiated into structural, proximate and trigger indicators or those that are likely to lead to immediate conflict and those that are of concern. There is also the absence of an institutionalized

cooperation between the Offices of the ECOWAS Permanent Representatives and the national monitors in the early warning data gathering, analysis and response generation as well as the response options chosen.

The number and competence of women in the various structures of the EWRS could be improved to ensure a better gender balance. In the same vein, some renowned traditional/faith leaders could be trained and deployed at the local and national levels in the alert generation and response processes. These initiatives would benefit from the traditional and established roles of women and traditional/religious leaders in West African cultural approaches to conflict prevention and peacebuilding.

2.5.3. Opportunities

The ECOWAS-EWRS should consider the possibility of expanding the mandate of WANEP and its partner CSOs beyond conflict early warning information gathering and analyses to include the implementation of early response strategies. In other words, EWRS should expand the scope of WANEP and other CSOs (including faith-based structures, traditional and prominent leaders) and national structures to enable them to act on early warning information to address imminent threats to human security through dialogue, mediation and other conflict prevention measures.

In addition, EWD and WANEP have to consider expanding the mandate of the national monitors/observers to cover transnational and regional data, such as cross-border human trafficking, small arms proliferation, etc. By doing so, the alert reports will comprehensively cover the activities of armed groups, smugglers, pirates, and other peace and security threats that are not necessarily localized in any particular member state. The need for this transnational reporting will create greater correspondence between observers in neighbouring member states and across the region.

ECOWAS EWRS needs to further explore training possibilities with the three Training Centres of Excellence in the region and other CSOs, such as WACSI. ECOWAS has already signed MOUs with these TCEs. However, it seems there is no organic relationship where personnel from the ECOWAS EWRS are trained through these Centres of Excellence and subsequently deployed on missions. Member States are not fully deploying trained civilian and police personnel in populating the roster of the ESF PLANELM. They are also not fully utilizing graduates/products from the world-class trainings provided by the TCEs to update the knowledge base and skills set of the national observers and EWD staff.

The EWD and WANEP have to work towards strengthening the capacity of the Media as partners in the early warning and response system. The Media are crucial partners in the tracking and reporting of conflict triggers and proximate causes of conflict. They should be leveraged as important partners in early warning and response. An improved partnership with the media will be an opportunity for ECOWAS EWRS to improve the effectiveness of the Media and the News Event Modules of the system.

Development partners and aid agencies form the key financiers and funders of the ECOWAS EWRS. The Peace Fund set up under The Mechanism also supplements funding from Development Partners. In addition to funds from donor and member states, it is possible for EWD to source more funds from big businesses in the region to support their work as “peacekeepers”. ECOWAS has the clout and influence to approach big business and private owners in the mining, oil and gas industry, as well as in the telecommunication, banking, and other sectors to leverage corporate social responsibility funds for capacity development, equipment and technology for the conflict early warning system.

2.5.4. Threats

The challenge and threat to the ECOWAS EWRS is that structural hurdles (such as resistance from implicated government/state structures) prevent the complementary relationship between attaining early warning information and the design and implementation of early response strategies at the ECOWAS level. This weak coordination between credible information and implementation of early responses poses a threat to the EWRS as it has implications for the greater peace of the region and Africa. The challenge of respecting national sovereignty and empowering ECOWAS as a regional body to act remains a challenge.

On the whole, the establishment of the EWRS and improvements in the capacity of EWD and ECOWARN have not really translated into the attainment of effective early response to conflicts or the stopping of on-going ones. This poses a threat to the relevance of the EWRS. While far-reaching steps have been taken to improve the effectiveness of the ECOWAS EWRS, some old violent conflicts continue and new ones keep erupting. The most recent trends include female and child suicide bombers deployed by Boko Haram, the abduction of schoolgirls and schoolboys, contract killings, maritime piracy, and election-related violence in the region. The continued prevalence of violent conflicts, cross-border crime and religious extremism, and the various threats to peace and security in the region will always be a threat to the effectiveness ECOWAS EWRS.

3. THEORY OF CHANGE AND STRATEGIC PRIORITIES FOR 2016 - 2020

3.1. Theory Of Change Or Intervention Logic

Stemming from the situation/context analysis (including the SWOT Analysis) it becomes possible to define the impact or ultimate result the ECOWAS EWRS could or needs to have in the region. A determination of the required impact would then inform the formulation of a theory of change or intervention logic that would enable the regional early warning and response system to achieve the desired impact. The theory of change in turn would guide the identification of strategic priorities or key areas of action and corresponding strategies and actions that would lead to the attainment of the expected results and impact.

The theory of change underpinning the strategic plan of the ECOWAS EWRS is premised on the drive towards an overall impact as espoused in the ECOWAS Vision 2020, the Regional Strategic Plan (2011-2015) and the ECOWAS Commission Strategic Plan (2011-2015). The expected impact is: *“The ECOWAS region, its member states and citizens enjoy a secure and peaceful environment, promoting and creating the necessary state and human security preconditions for a sustained socio-economic development and improved living standards of the population”*. This can happen if the ECOWAS Early Warning and Response System (including the NEWRMs in member states) is able to effectively prevent conflict and promote peacebuilding, minimizing the escalation of conflict and incidences of violent conflicts in the region and within member states.

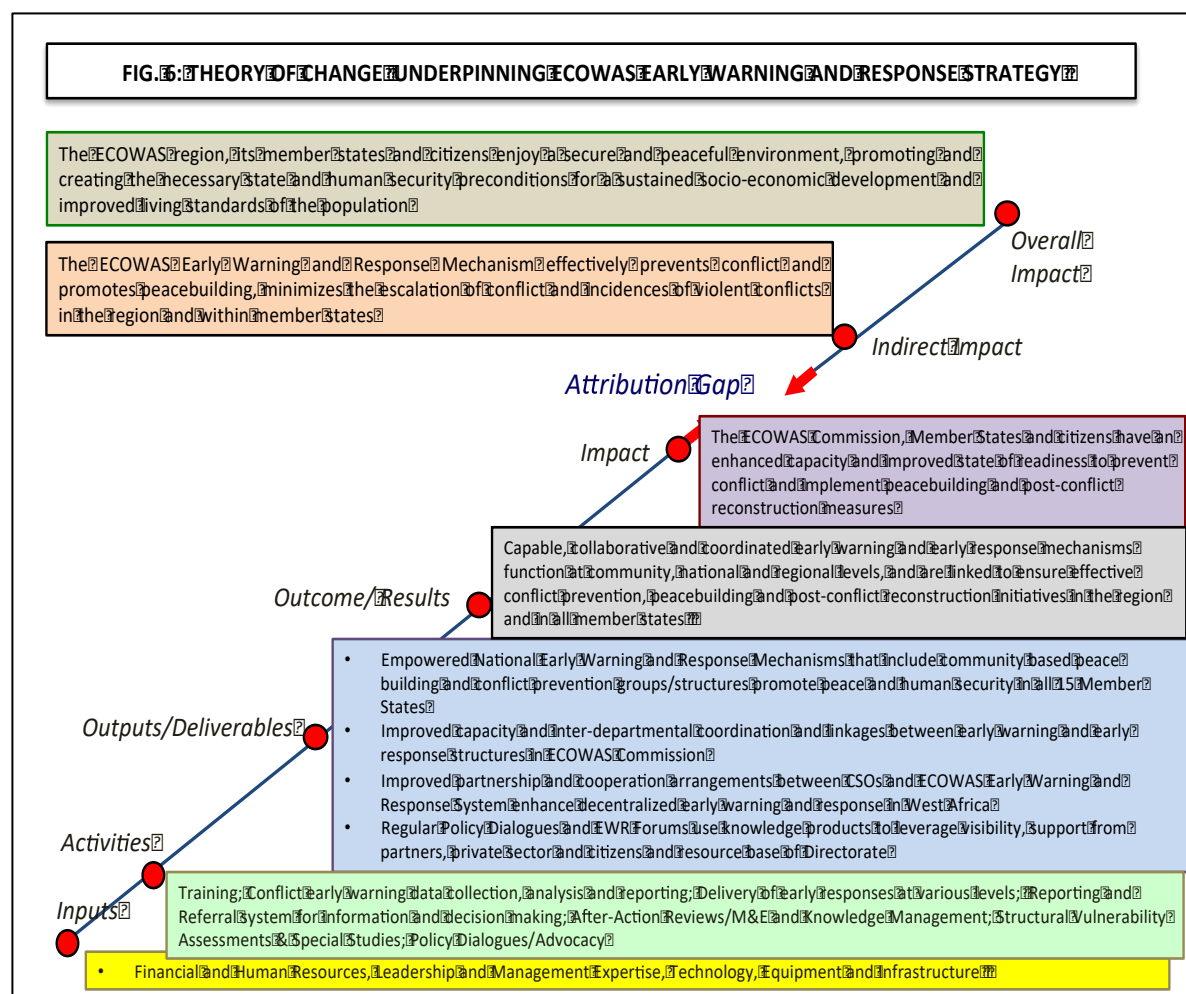
As a means to this end, the ECOWAS Commission, Member States and citizens must have an enhanced capacity and an improved state of readiness to prevent conflict and to implement peacebuilding and post-conflict reconstruction measures. This will require that capable, collaborative and coordinated early warning and early response mechanisms function at community, national and regional levels, and are linked to ensure effective conflict prevention, peacebuilding and post-conflict reconstruction initiatives in the region and in all member states.

Towards this end, it would be necessary to strengthen the emerging national infrastructure for peace and the National Early Warning and Response Systems (NEWRM) to include community-based and national peacebuilding and conflict prevention structures that are actively engaged in promoting human security in all the 15 member states, linked to regional level structures and processes for early warning and early response. In addition, it would be crucial to strengthen the roles of CSOs and other non-state actors at the local, national and regional levels and how they collaborate with state institutions to promote human security in the region.

Furthermore, improved inter-Directorate cooperation within the Department of PAPS, and effective coordination and synergetic relations with other Directorates and Departments in the ECOWAS Commission would be required to enhance the generation of corroborated alert reports and the crafting and implementation of appropriate and collaborative responses to conflict. This improvement would require the establishment of coordination platforms at the ECOWAS Headquarters that support inter-departmental collaboration in early warning and early response.

This calls for training and capacity building, including the sustained provision of necessary and modern technology and equipment for the early warning and response structures at local, national and regional levels to effectively perform the various functions along the “*functional or value chain*” of conflict prevention and peacebuilding.

The chart below (Fig. 6) depicts the theory of change or intervention logic underpinning the choice of strategy and priority action areas of the ECOWAS-EWRS.



3.2. Strategic Priorities (Focal Areas of Action) For ECOWAS EWRS: 2016 - 2020

3.2.1. Overview

Four strategic priorities have been considered in the ECOWAS EWRS strategic plan. They are intended to address the challenges facing the system, and also utilize opportunities that are available. In brief, the EWRS strategy for 2016-2020 seeks to ensure:

- a. Bridging the gap between alert and response at local, national and regional levels through closer functional cooperation among the various stakeholders in member states, and Departments/Directorates in the ECOWAS Commission. This has to do with operationalizing the NEWRM, and also improving inter-departmental and inter-directorates coordination in the Headquarters in Abuja
- b. Timeliness, accuracy and corroboration in information gathering and analysis. This will entail reinforcing the capacity of the ECOWARN national network of monitors and the Headquarters in Abuja
- c. Improved and adequate expertise in thematic reporting and response generation. This may include integrating experts from other Directorates into early warning thematic analysis, and also the improved use of GIS to map alert information and simulate responses towards more informed choices
- d. Improved Early Warning communication tools
- e. Improved operational links with the Continental Early Warning System and strategic capacity development towards meeting the standards of AU and UN

In pursuit of these objectives, the ECOWAS Commission needs to move quickly to operationalize NERMs in the member states. The on-going initiative to operationalize NEWRMs (with support from USAID) would address a long-standing quest for a decentralized early warning and response system that involves all key stakeholders at the local, national and regional levels. NERMs as a component of the overall regional early warning and response system will enhance '*proximity policing*' and early response at local and national levels, and also minimize the inertia associated with the current over centralized regional response mechanism.

3.2.2. Setting Up National Early Warning and Response Mechanisms

In July 2014, the Authority of Heads of State and Government of ECOWAS adopted a policy framework for the establishment of National Early Warning and Response Mechanism (NEWRM). In January 2015, ECOWAS followed up this initiative by organizing a workshop for experts and key stakeholders in early warning, peace and security to finalize arrangements for the operationalization of the NEWRM. In these pursuits ECOWAS is driven by the principle that sustainable conflict prevention rests with grassroots and national actors. ECOWAS seeks to establish robust national level conflict alert and response mechanisms in member states. This is part of efforts towards an improved regional peace and security architecture that enables stakeholders at the local/national level to work together in a process that has an effective linkage between early warning and early response. The NEWRMs will have seamless linkages to regional level structures and processes for early warning and early response for the purpose of achieving sustainable conflict prevention and conflict management. The NEWRM is intended to be a sub-set of the overall ECOWAS early warning and response system, such that a decentralized system is created where the capacity for early warning and timely response at the community and national levels are developed and deployed, with

an efficient referral system to regional level alert and response structures where necessary. The concept is to develop the capacity to collect and analyse conflict early warning and to provide appropriate responses close to the source of conflict, while referring difficult cases and escalations of major conflict triggers to more competent levels in a timely and proactive system.

3.2.3. Leveraging WANEP and other CSO Capacity

WANEP and its over 500 CSO member organisations engaged in peacebuilding in the 15 member states of ECOWAS are best placed to support and strengthen the link between early warning and early response at the grassroots, national and regional levels. These CSOs need to be mandated, trained, and empowered/supported to engage in dialogue, mediation, negotiation and other early response strategies at the grassroots and national levels, beyond the mere collection and transmission of early warning data. This way, the EWD and PAPS can utilise the partnership with WANEP and CSOs to quickly resolve conflicts. With WANEP's experience in conflict prevention/early warning and response initiatives, capacity building, network development, conflict intervention, and active non-violence education it goes without saying that ECOWAS should fully empower WANEP and utilize these competences for the NEWRS and the regional level. The CSOs will then have to report on the success or challenges in administering early response and the nature of support they need from ECOWAS to fully mitigate any threats to peace and human security. With their experience in the grassroots, WANEP and the other CSOs have access to communities in the member states that ECOWAS staff would be unable to quickly access.

3.2.4. Inter-Directorate Collaboration within ECOWAS Commission

A significant aspect of the process to improve linkages between early warning and early response, and the quality of alert reports and response options will have to deal with improving inter-Directorate collaboration. The three Directorates under PAPS all have something significant to do with early warning and early response. It is imperative that the Commissioner PAPS should establish a coordination structure and process (the Consolidated Situation Room) that would enable the three Directorates to collaborate in the generation of alert reports and the formulation of response options for the consideration of the Commission President.

In addition, other Directorates outside PAPS, such as Social Affairs and Gender, Agriculture and Water Resources should be brought into the picture when alert reports and response options are being formulated in the Consolidated Situation Room. This is because these other Directorates or Departments are inevitable partners in addressing human security in the region. It is noteworthy that such collaboration has already started in linking the GIS infrastructure in the Department of Agriculture and Water Resources to the GIS facilities in EWD. The next step would be to establish the "Consolidated Situation Room" where all these key stakeholders would participate in verifying and corroborating alert reports and the crafting of response options.

3.2.5. Internal Capacity Development of EWD Towards Results

The EWD needs to undergo internal capacity development to enable the staff of the Directorate be abreast with modern approaches to achieving results in early warning alert and response generation. This will call for improved competence in quantitative analysis and geo-referencing of conflict data, and modelling of response options/scenarios to ensure best results in any situation. Capacity development in EWD will therefore go beyond increasing staff numbers to the development of appropriate

skills and technical expertise in data analysis and response generation, supported by the necessary technology and equipment.

In addition, the leadership and personnel of the EWD require training on Results Based Management to enable them focus on attaining results and regular improvements in their processes through organizational learning and knowledge management. It is imperative that the management approach of EWD and PAPS promotes coordination and self-motivation at the same time in support of excellence in early warning and early response.

3.2.6. Learning and Knowledge Management to Ensure Sustainability

The ECOWAS-EWRS will need to develop a rigorous learning and self-improvement strategy as part of its work and review process. This will enable the system to examine and ascertain: the extent to which its interventions respond to the needs in the region; the real outcomes/impacts that emerge out of their interventions; and what lessons can be harnessed for improving future interventions. This way the EWRS (and indeed the partner organisations that support the delivery of peace and security) can understand the patterns and dynamics that recur in the early warning and early response processes in the ECOWAS region. This learning and self-development strategy will also support the EWRS to know which sets of skills, competences and talents are needed for the EWD and other structures in the system and where they lack such competences or abilities. Furthermore, the learning and development strategy of the EWRS will enhance the ability of PAPS to identify areas where it needs support from other departments in the ECOWAS Commission, and where the gaps are in communication and collaboration.

The essence of the learning strategy is to periodically examine the lessons learnt in the delivery of the mandate of the system and to identify ways in which the peace and security sector (particularly early warning and early response) has changed, and to be able to reorient the EWRS in line with these changes. The learning and growth strategies could begin with a comprehensive study on the effectiveness of early warning and early response in the ECOWAS regions. The study can feed into a series of workshops on learning and growth, involving the leadership of ECOWAS and its partner organisation to understand whether the system is functioning properly and what gaps remain to be addressed.

3.3. Improve Cooperation with AU-CEWS and the UN Early Warning Systems

The cooperation mechanisms and functional linkages between ECOWAS EWRS and the AU (CEWS), and also with the other RECs and the UN could be improved through capacity building and knowledge management. The focus will be to update ECOWAS early warning and response approaches, technologies and equipment towards sustained effectiveness, and also for realizing the objectives and standards of the Continental early warning and early response system within the AU and UN framework.

4. VISION, MISSION, STRATEGIC OBJECTIVES AND ARCHITECTURE

4.1. Vision

To facilitate the creation of a peaceful region through an efficient and effective coordination and integration of early warning and response actions and enhancement of local, national and regional capacities

4.2. Mission

The ECOWAS Early Warning and Response system provides timely, corroborated and reliable conflict early warning reports, and ensures appropriate, timely and effective responses that prevent conflict and threats to human security at local, national and regional levels

4.3. Strategic Objectives for 2016 – 2020

Based on the identified priorities (focal areas of action), the Vision and Mission statements of the EWRS, the strategic objectives for the period 2016 – 2020 have been formulated/validated.

The overall Goal of ECOWAS EWRS is: *To have in place a fully integrated, decentralized and effective early warning and response system by 2020 [i.e. NEWRMs are functional in all member states, and are linked to a Consolidated Situation Room and regional response mechanisms in Abuja]*

The strategic objectives to achieve this goal in the period 2016-2020 are:

5. To improve the link between early warning and early response mechanisms at local, national and regional levels by operationalizing NEWRMs in all 15 member states¹¹, linked to a Consolidated Situation Room and regional response mechanisms in Abuja
6. To strengthen the technical and management (including coordination) capacity of EWD and PAPS to ensure sustained effectiveness and efficiency of the ECOWAS early warning and response system at the regional level
7. To institutionalise a results based management system in EWD/PAPS that ensures learning and knowledge management for sustained excellence in early warning and response mechanisms
8. To improve partnerships and cooperation with RECs, AU, UN and other partners towards enhanced visibility, collaboration, quality improvement and leveraging of partnerships, financial and technical resources

To implement these objectives the architecture of the EWRS needs to be modified to ensure the functioning of: NEWRMs in the 15 member states, and a “Consolidated Situation Room” at the Head Office in Abuja. The intent is to generate corroborated alert reports and response options at the local and national levels, while strengthening regional capacity for consolidated alert generation and effective, timely response options. This will require that the Directorates of PAPS together with the other ECOWAS Commission Departments that are directly involved in early warning and response collaborate more and in conjunction with WANEP and other CSOs, such as WACSOF. In addition the NEWRMs will bring together the key peace and security agencies of government, and CSO, Think Tanks and Research institutes engaged in peace and security in members states into a functional decentralized early warning and early response system that is effective at the local and national levels. Based on these

¹¹ *The NEWRM is to be implemented as a project with support from USAID, and already enjoys adoption by the Heads of State and Government through the communiqué of its 45th Ordinary Session, held in Accra on 14 July 2014 (Article 51).*

perspectives a new organizational and management structure for the ECOWAS EWRS is proposed for the period 2015 – 2020.

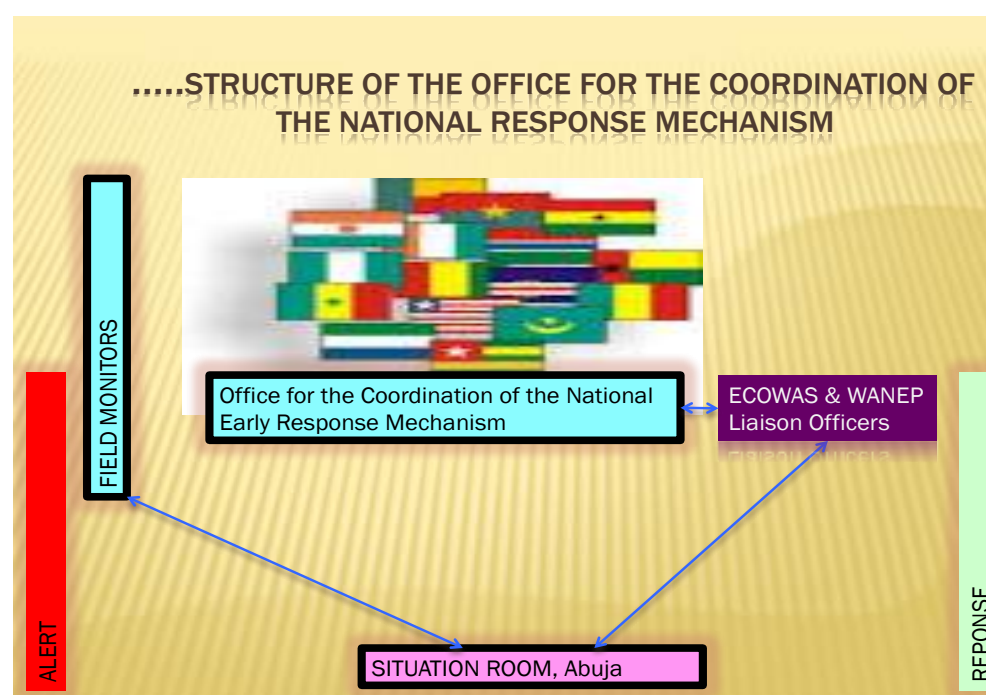
4.4. Architecture and Management System of ECOWAS EWRS

4.4.1. Composition of the National Early Warning and Response Mechanism

As shown in Fig. 7 and Fig. 8 below, the NEWRM will include:

- a. An Office for the Coordination of National Early Response Mechanism;
- b. A network of 5 national field monitors (lead by a WANEP reporter) who collect early warning data for onward transmission to ECOWARN in the Situation Room in Abuja; and
- c. The ECOWAS and WANEP Liaison Officers who are linked to the Situation Room in Abuja and assist with verification and further analysis of data with the analysts in the Situation Room. The two Liaison Officers are also linked to the Permanent Representative of ECOWAS in the member state, and the Office for the Coordination of National Response Mechanism to provide technical and professional support in the appreciation of the early warning data, the alert report and recommended response options.

Fig. 7: Office for the Coordination of National Response Mechanism and ECOWAS EWRS

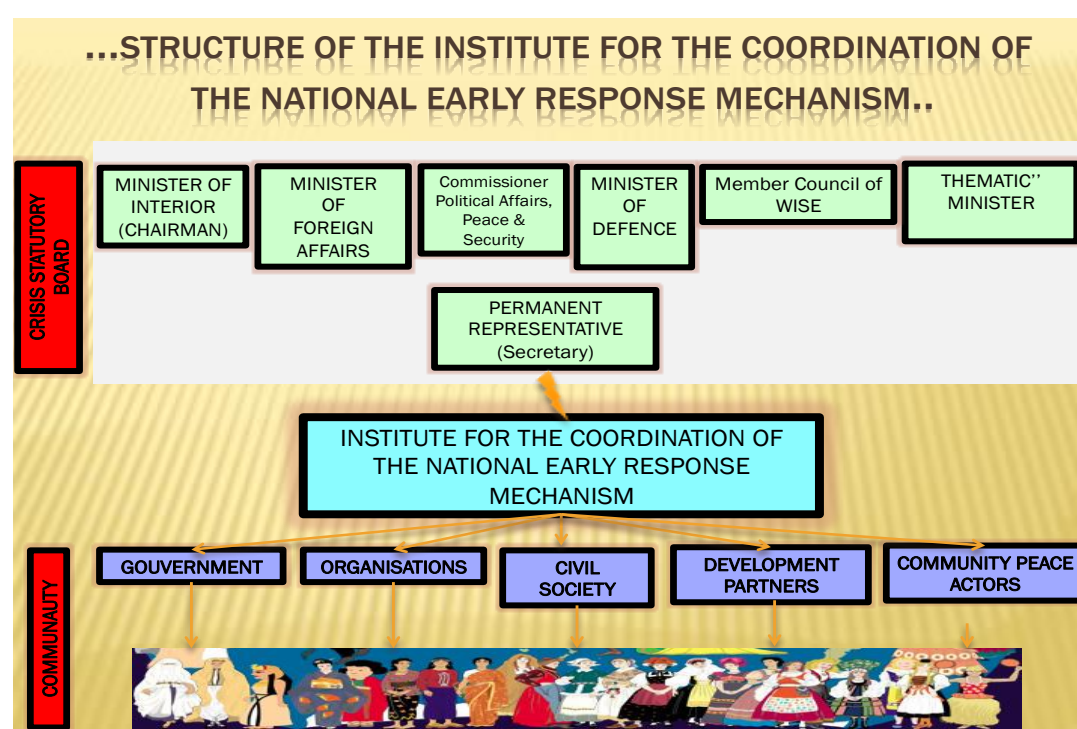


The Institute for the Coordination of National Early Response mechanism is to be staffed with a Director, two (2) analysts, a legal officer, a secretary, administration/accounting officer, one IT officer, a messenger, and two (2) drivers. The Institute will have the mandate to call for action, facilitate and coordinate response to alert reports, and monitor effectiveness of government and other response agencies with support from civil society networks. A Statutory Board will supervise the Institute. The Board will be led by the Minister of Interior of the Member State as Chairman, the Minister of Defence, the Minister of Justice, the Minister of Foreign Affairs, and a thematic Minister (i.e.

Minister of Health in the case of EBOLA virus disease), the Council of the Wise Member of the country, the Commissioner PAPS, and the Permanent Representative of the President of the Commission, who would be acting as Secretary to the Board. Considering the role of CSOs and the media in the implementation of response, it would be expedient to include CSO representatives and the Media in the membership of the Board to underscore civil society participation in the NEWRMs. The national Office will deliver monthly reports to the Statutory Board, while the latter can expressly be convened to a meeting in the advent of highly challenging situations.

The ECOWAS National Unit within the office of the Ministry responsible for Community affairs is expected to be the facilitator of permanent access to local ministries, parastatals, agencies, and institutions of Government for deployment of the national mechanism.

Fig. 8: Structure of Institute for Coordination of National Early Response Mechanism

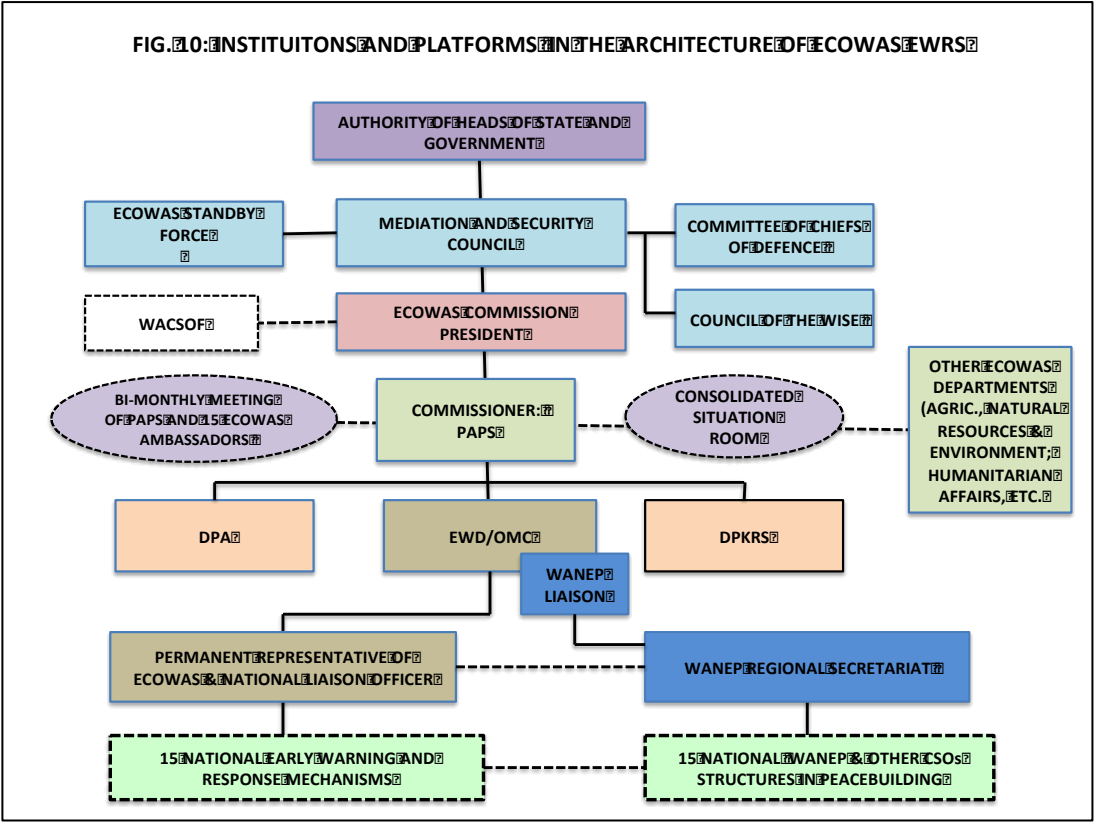
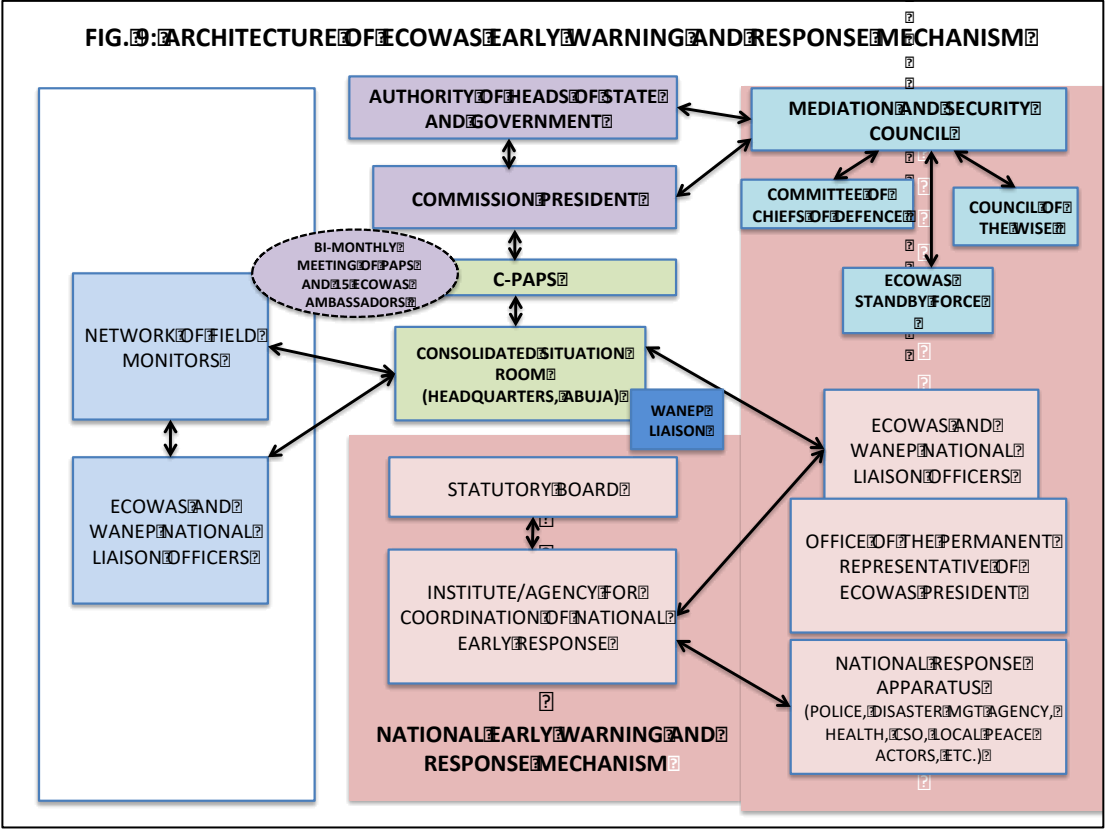


4.4.2. Architecture of the ECOWAS Early Warning and Response System

The overall architecture of the decentralised ECOWAS EWRS, including the NEWRMs is depicted schematically in Fig. 9 and Fig. 10. The Institute, supported by the ECOWAS and WANEP Liaison Officers, is expected to analyse and decide on the appropriate response at the local and national levels, based on the alert report and possible response options received from the Situation Room. These actions would entail calling upon the mandated national response agencies/apparatus in the country, including civil society organisations.

At the regional level in the ECOWAS Head Office a “Consolidated Situation Room” under the leadership of the Commissioner of PAPS would function as a multi-stakeholder platform where all the key stakeholders of the ECOWAS Commission involved in the EWRS would meet at least twice a month to jointly analyse conflict early warning data,

create alternative response options to be communicated to the Commission President and to the Authority of Heads of State and Government for response.



The role of EWD will include functioning as the secretariat and facilitator of the collaboration with the other departments in PAPS, other ECOWAS departments, as well as WANEP. The C-PAPS will also activate the established bi-monthly meeting with ambassadors from ECOWAS member states to integrate information from diplomatic sources into the alert reports.

It is intended that the decentralised ECOWAS-EWRS would give prominence and first line of response to local level and national level response mechanisms. In addition, the consolidated situation room will receive data from open sources, military, intelligence and other sources to generate joint analysis of early warning data and corroborated alert that would improve the reliability and timeliness of early warning reports. These reports will include the nature and efficacy of early responses at local and national levels, and would therefore be timelier, providing response options that are more comprehensive.

In view of this, the main functional hubs of the ECOWAS-EWRS can be identified as:

- a. The National Early Warning and Response Mechanism, anchored in a proposed *“Institute for the Coordination of the National Early Response Mechanism...with the mandate to act, coordinate, and monitor the basic functions of Government vis-à-vis its people, with support from civil society networks¹²”*. A network of Field Reporters using the ECOWARN Field Reporter will support the NEWRM. The current network of field reporters will be boosted with the involvement of research institutions and think tanks, enabling a total of 5 reporters led by a WANEP reporter, acting as a reference guide. WANEP will also be expected to train these field reporters at the local level. Under this arrangement the zonal bureaus will cease to exist. They are to become national ECOWARN Liaison Officers (P4 level), and staff of the Permanent Representative of the ECOWAS president, serving as the technical/physical link between ECOWARN and the Institute for the Coordination of the National Early Response Mechanism. The Head, Analyst Division of EWD will be the direct technical supervisor / overseer of the Liaison Officer.
- b. EWD and the Consolidated Situation Room where cross-sectional and corroborated early warning reports and alternative response options are generated and communicated to the regional level response structures. It is further proposed that EWD will have two Technical Divisions: a System Management Division (SMD), and the Analysts Division (AD). The Systems Management Division will have the basic responsibility for ensuring the design, planning, and implementation of the ECOWARN objectives, including the direct supervision of Field Monitors. In addition, the SMD will be providing full support to the Institute for the Coordination of the National Early Response Mechanism in the 15 member states with respect to Information and Communication Technology infrastructures and tools, and adequate linkage with the regional network. The Analyst Division will have the basic responsibility of ensuring networking with partners, including intelligence institutions, collation, analysis and dissemination of EW reports. On a day-to-day basis the AD will liaise with the ECOWARN and WANEP Liaison Officers at the country level to provide reports/security alerts for the close monitoring of local developments. This will enable the two officers to be fully abreast of developing

¹² Refer to ECOWAS document, “Operationalization of National Early Warning and Response Mechanism,” January 31, 2015; and Report on Experts’ Workshop on Re-positioning the ECOWAS Early Warning System, held from 19th – 20th January 2015 in Abuja, Nigeria.

situations and consequently to liaise with the national Institute for action from the national response mechanism.

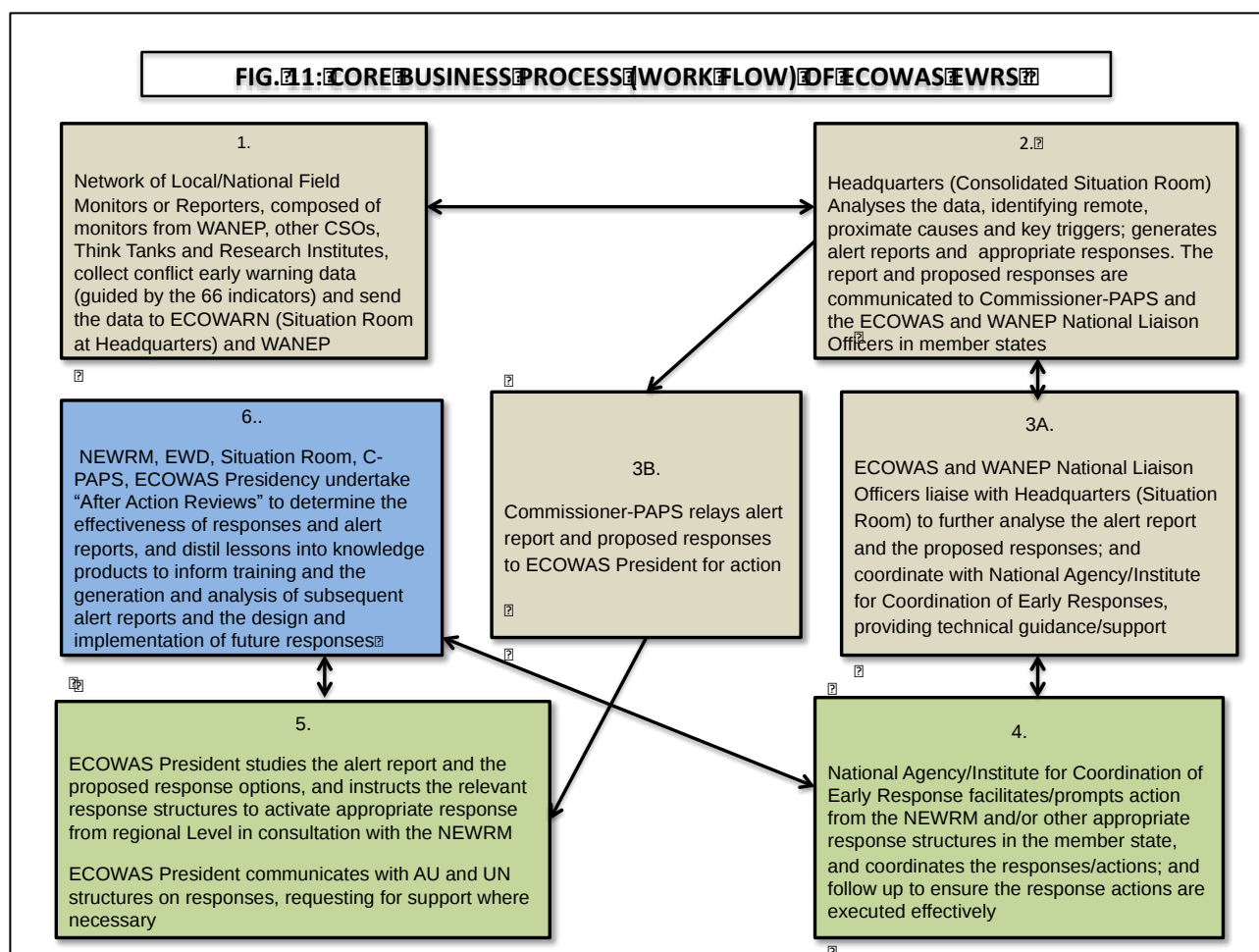
- c. A bi-monthly meeting between the PAPS Department and the 15 ECOWAS Ambassadors in Abuja is already instituted, and will provide regular exchanges on country specific situations related to early warning and early response. This will enhance information sharing and the design of inputs and support from the regional level to ensure smooth coordination and operation of the entire ECOWAS EWRS as a decentralized network.
- d. The existing response mechanisms and structures at the region level, consisting of the ECOWAS President, The Authority of Heads of State and Government, the Mediation and Security Council and its functional instruments (The Committee of Chiefs of Defence, the Council of the Wise, and ESF). These will function from the regional level in support of national level actions of the NEWRMs.

4.5. Business Processes of ECOWAS-EWRS and Roles of Key Actors

The proposed decentralized early warning and response system would have a business process (or work flow) where national monitors (capacitated by and under the leadership of WANEP) collect data and transmit to the ECOWARN at the Situation Room and also to WANEP national and regional offices. The Situation Room analyses the data, with GIS support, generates alert report and corresponding response options, and communicates them to the C-PAPS and also to the ECOWAS and WANEP Liaison Officers at the national level. It is intended that when the “Consolidated Situation Room,” is fully operational, the analysis, alert report and proposed responses will be more collaborative and better corroborated, backed with geo-spatial analysis.

The regional level response process is that C-PAPS receives the alert report and response options and communicates them to the Commission President, who then can initiate response through the Mediation and Security Council (and its three structures), and also sends the alert report and response option to the Authority of Heads of State and Government for action.

At the national level the ECOWAS and WANEP Liaison Officers and the Institute receive the alert report and response options from the Consolidated Situation Room, and facilitate, call for action from the NEWRM and the respective national response structures/agencies. This would permit the deployment of mediation, facilitation, preventive diplomacy, peacekeeping, humanitarian, disaster or military interventions as and when suitable at the national and local levels. Where necessary regional level interventions would be easier to call in, as the alert and response situations would be known at all levels almost simultaneously. The process is summarized in Fig. 10 below:



4.6. Rationale for Data Analysis at the Regional level

The data collected by local and national monitors is analysed at the regional level in the Situation Room to minimise bias and politicisation, and to also ensure that trans-border issues are well accounted for as in the case of events occurring within the framework of conflict systems. This is because the regional level has the fuller context, and can work with the ECOWAS and WANEP liaison officers in the member states to determine the structural/systemic, proximate causes of conflict and the key triggers with more professionalism and objectivity. An example of this was the 2008 conflict in Conakry. It was after a successful implementation of the ECOWARN Reporter with its network of Field Monitors, that deployment at the national level was proposed. Insights from these experiences indicate that in the process of generating alert reports and response:

1. The nature of ECOWARN data as reflecting both human- and nature-induced causes of conflict must be well taken into account; and
2. From an early warning perspective, regular studies on Vulnerability and Risk Assessment in Member States must be carried out and updated to provide inputs on issues for consideration.

Risk and Vulnerability Assessment helps to determine conditions from a structural perspective that constitute the backbone of early warning research. For reasons of clarity, it must be stated that the scientific notion of '*securitisation of peace*', which articulates the essence of human security, constitutes the key principle and objective of

the ECOWARN deployment at national level. This helps to minimise bias and provides a more practical context for analysing early warning data and formulating appropriate response.

Human security is a complex issue to measure and evaluate, and different priorities and values are assigned by different localities. For each of the indicators listed below, it will be necessary to understand its local relevance, its relation to human security itself, the variables that need to be measured, and the condition that these indicators portray. The resulting information matrix is a critical starting point for policy-making that is focussed on Human Security.

Economic security

- Income
 - Level of Income
 - Access to social safety nets
 - Reliability of incomes
 - Sufficiency of incomes
 - Standard of living
- Employment
 - Share of employed/unemployed
 - Risk of joblessness
 - Protection against unemployment

Food Security

- Availability and supply of food
- Access to basic food
- Quality of nutrition
- Share of household budget for food
- Access to food during Natural/man-made disasters

Environmental security

- Assessment on pollution of water, air
- Prevention of deforestation
- Land conservation and desertification
- Concern on environmental problems
- Ability to solve environmental problems
- Protection from toxic and hazardous wastes
- Prevention of traffic accidents and related impacts
- Natural hazard mitigation (droughts, floods, cyclones or earthquakes)

Health Security

- Assessment of the health status
- Access to safe water
- Living in a safe environment
- Exposure to illegal drugs
- Access to housing: shelter from natural elements
- Accessibility to healthcare systems (physical and economic)
- Accessibility to safe and affordable family planning
- Quality of medical care

- Prevention of HIV/AIDS and other diseases
- Health trends
- Basic awareness and knowledge on healthy lifestyles

Personal security

- Fear of violence (physical torture, war, ethnic tension, suicide etc.)
- Prevention of accidents
- Level of crime
- Security from illegal drugs
- Efficiency of institutions
- Prevention of harassment and gender violence
- Prevention of domestic violence and child abuse
- Access to public information

Community security

- Fear of multinational/multiregional conflicts
- Fear of internal conflicts
- Conservation of traditional/ethnic cultures, languages and values
- Abolishment of ethnic discrimination
- Protection of indigenous people

Political security

- Level of democratization
- Protection against state repression (freedom of press, speech, voting etc.)
- Respect of basic human rights and freedom
- Democratic expectations
- Abolishment of political detention, imprisonment, systematic torture, ill treatment, disappearances, etc.

The 66 indicators of ECOWARN, which are solely based on the above, with local contextualisation, provide measures that can be integrated in a structural vulnerability assessment framework to provide the basic inputs for consideration at the national level. Hence the scope of the national institute for the coordination of response activities transcends far beyond political considerations. This is the reason for strengthening the participation of civil society and Think Tanks in the NEWRMs.

5. OVERALL STRATEGIC OBJECTIVES AND LOGFRAME OF EWRS

5.1. Overview

The objectives of the early warning and response system and the strategy for achieving these objectives, including the main activities to be undertaken in the period 2016 – 2020 have been laid out in the overall “Logframe” presented below. The Logframe describes how the four strategic objectives would be achieved, the indicators that would be used to measure achievement, the main activities to be undertaken and the expected outcomes and impact. In addition it defines the critical success factors that need to be managed to ensure that the planned objectives are achieved.

The Logframe describes the deliberate choice of priority objectives and activities that would ensure the establishment and operationalization of the NEWRMs as a

decentralized early warning and response system, linked through representation and collaboration, and a referral system from the community levels to the regional level.

5.2. OVERALL LOGFRAME OF THE ECOWAS EARLY WARNING AND RESPONSE SYSTEM: 2015 – 2020

OBJECTIVES / RESULTS CHAIN	INDICATORS	CRITICAL SUCCESS FACTORS
VISION: To facilitate the creation of a peaceful region through an efficient and effective coordination and integration of early warning and response actions and enhancement of local, national and regional capacities	The ECOWAS region, its member states and citizens enjoy a secure and peaceful environment, promoting and creating the necessary state and human security preconditions for a sustained socio-economic development and improved living standards of the population	The supra-regional mandate of ECOWAS-EWRS is maintained and updated by Member States
MISSION: The ECOWAS Early Warning and Response system provides timely, corroborated and reliable conflict early warning reports at local, national and regional levels and ensures appropriate, timely and effective responses that prevent conflict and build peace in the region and all member states	- Provide reliable, corroborated and timely early warning reports and response options at local, national and regional levels - Early and appropriate responses prevent violent conflict - Citizens and Member States have the capacity to prevent violent conflict and to build peace - Post conflict reconstruction initiatives successfully executed and ensure peacebuilding in post-conflict situations	Authority of Heads of State and Government permit the decentralization of response system and capacity building of NEWRMs
OBJECTIVES/RESULTS CHAIN	INDICATORS	CRITICAL SUCCESS FACTORS
Overall Goal: To have in place a fully integrated, decentralized and effective early warning and response system by 2020 [i.e. NEWRMs are functional in all member states, and are linked to a Consolidated Situation Room and regional response mechanisms in Abuja]	Impact: The ECOWAS Early Warning and Response Mechanism effectively prevents conflict and promotes peacebuilding, minimizes the escalation of conflict and threats to human security in the region	

OBJECTIVES/RESULTS CHAIN	INDICATORS	CRITICAL SUCCESS FACTORS
Strategic Objective 1: To operationalize NEWRM in member states	Impact: Communities and member states successfully prevent conflict, build peace, and minimize the escalation of threat to human security	Local and national level actors in NEWRM are trained, professionalized and well resourced
Outcome: 1. NEWRM are functioning in all member states, are collecting credible data, and implementing effective responses to conflict in communities and at the national level	- Enhanced capacity at local and national levels to collect data in timely manner and coordinate the implementation of effective early responses - Increasing numbers of responses are more effective and timely and result in preventing the eruption and/or escalation of conflicts in member states	Professional and technical competence of stakeholders in NEWRM are developed and deployed
Outputs: 1.1. National Early Warning and Response Mechanisms are constituted through open, transparent and participatory processes, involving government, civil society, Think Tanks and Research Institutes in all Member States, tailored to national contexts 1.2. Local and National level monitors (including WANEP, other local CSOs, relevant Think Tanks) are trained, resourced, and collect, and report early warning data to ECOWARN 1.3. ECOWAS and WANEP National Liaison Officers work with National Institute for Coordination of Early Response Mechanism to further analyse the response option identifying remote and proximate causes and important triggers, generate corroborated alert reports along with appropriate response options for consideration of NEWRM and Situation Room in Abuja.	- Number of member states that have operationalised their NEWRM, involving CSOs, Think Tanks and research institutes / agencies - Regularity, timeliness and accuracy/improved quality of data from local and national monitors to ECOWAS Situation Room - Number of local/community level potential violent conflicts that are prevented from escalating through mediation and preventive diplomacy of NEWRM - Number of potential national conflicts prevented and escalations of violent conflicts effectively minimized /diffused - Number of post-conflict situations that remain peaceful - Feedback on responses are analysed for their efficacy and timeliness and used as basis for generating future responses	Financial and Technical support for establishing and capacitating NEWRM are ensured The Mandate and legal basis of ECOWAS EWRS remain updated and support decentralized responses

1.4. Institute for Coordination of the National Early Response Mechanism supports NEWRM and Consolidated Situation Room in Abuja to generate collaborative response options, analyse them, determine the most appropriate local/national and regional level responses, and implement them using local, national or regional response mechanisms / structures		
Main Activities: 1. Facilitate the setting up NEWRMs in Member States, linked to Regional EWRS, ensuring open and participatory approaches that involve relevant CSOs, Think Tanks and research Institutes 2. Collaborate with WANEP to identify, set up and train local and national network of monitors and reporters 3. Train other key stakeholders of NEWRMs in effective and efficient conflict early warning, as well in mediation and facilitation 4. Capacitate National Institute for Coordination of Early Response Mechanism to analyse response options, coordinate responses, and to activate (facilitate) appropriate responses/actions of NEWRM at local and national levels 5. Develop and implement a monitor and evaluation framework to regularly assess the effectiveness of national and regional mechanisms against international best practice and AU/UN standards 6. Regularly update and improve the quality, contents and methods for training, data collection, analyses, reporting, as well as mediation, conflict prevention, and other responses, based on insights from after action reviews		

OBJECTIVES/RESULTS CHAIN	INDICATORS	CRITICAL SUCCESS FACTORS
Strategic Objective 2: To strengthen the technical and managerial/operational capacity of EWD and PAPS to ensure sustained effectiveness and efficiency of the ECOWAS early warning and response system at the national and regional levels	Impact: The ECOWAS Commission, Member States and citizens have an enhanced capacity and improved state of readiness to prevent conflict and implement peacebuilding and post-conflict reconstruction measures	
Outcome: 2. Coordination and integration of various early warning and response hubs/Directorates, and agencies under C-PAPS in a “Consolidated Situation Room” at the regional level linked to various response mechanisms enhances the reliability, credibility and timeliness of early conflict alerts and the effectiveness and efficiency of responses	Capable, collaborative and coordinated early warning and early response mechanisms (NEWRRMs) functioning in member states, and linked to regional level response mechanisms, ensure effective conflict prevention, peacebuilding and post-conflict reconstruction initiatives in the region and in all member states	The on-going organisational re-structuring in ECOWAS supports inter-Directorate coordination and integration of early warning and early response processes
Outputs: 2.1. Coordinated and corroborated alert reports, along with collaboratively generated response options involving all Directorates of PAPS and other relevant Directorates in ECOWAS 2.2. Enhanced technical/professional human capacity in EWD and Consolidated Situation Room to generate corroborated and credible alert reports, and corresponding response options 2.3. Up-to-date/State of the art technology and equipment (including geo-spatial technology) support improved qualitative and quantitative analyses of early warning data and the generation of simulated and analysed response options for easy and quick decision making	“Consolidated Situation Room” coordinates and integrates early warning data from open sources, intelligence reports, military, and diplomatic sources, as well as data from humanitarian, environment and natural resource management sources into consolidated and improved alert reports - Improved partnership and cooperation arrangements between CSOs and ECOWAS Early Warning and Response System enhance decentralized early warning and response in West Africa - Triggers of violent conflicts are better mapped, tracked, and more closely monitored at all levels - Faster decision making and more effective choice of responses supported by technology and more competent personnel	

2.4. Improved cooperation with NEWRMs and relevant regional CSOs and Think Tanks improves competence of personnel and actors, and quality of early warning and response 2.5. Improved capacity and state of readiness of the mediation, diplomacy, ESF, and other regional response mechanisms enhance efficiency and effectiveness of ECOWAS EWR	• Certified / approved curricula and training packages rolled out to various stakeholders in the NEWRMs and personnel of EWD and other Directorates of PAPS • Consolidated Funds for setting up NEWRMs and for capacitating key stakeholders in all 15 Member States are secured and managed in a project mode over the period 2016 – 2020	
Main Activities: 1. Establish and operationalise a “Consolidated Situation Room” in EWD under C-PAPS to coordinate and integrate early warning data from all Directorates in ECOWAS, including intelligence, military and diplomatic sources 2. Facilitate the development and implementation of specific curricula and Training modules for various stakeholders in the NEWRMs in Member States 3. Strengthen capacities (human resource and technology/equipment) of ECOWAS Early Warning and Response staff and functionaries in collaborative analyses and the development of pre-tested /simulated response options 4. Facilitate regular review of the effectiveness of the 15 NEWRMs in terms of their effectiveness in conflict prevention and peacebuilding 5. Sensitize decision and policy makers as well as ECOWAS citizens on early warning and early response 6. Support resources mobilization for the implementation of the NEWRMs, capacity building, training and technology improvements for ECOWAS EWRS		

OBJECTIVES/RESULTS CHAIN	INDICATORS	CRITICAL SUCCESS FACTORS
Strategic Objective 3: To institutionalise a results based management system in EWD/PAPS that ensures learning and knowledge management for sustained excellence in early warning and response mechanisms	Impact: The effectiveness and efficiency of ECOWAS-EWRS are further improved	Leadership and team management support professionalism and career development
Outcome: 3. Feedback and insights from response initiatives and After-Action-Reviews are used to inform the design of future responses and training/capacity building	Capacity needs of key stakeholders in the ECOWAS EWRS are regularly assessed and used in developing training and capacity building programs	
Outputs: 3.1. More frequent Inter-Directorate coordination meetings are held to ensure synergy and joint purpose in early warning and response 3.2. Indicators for tracking the emergence and development of violent conflict are categorized (according to remote causes, proximate causes and triggers) and measured more accurately in data collection and analysis, and become more relevant in designing response options 3.3. Result measurement and tracking inform strategic choices in the training and capacity development of various actors in the system at local, national and regional levels	- Number of staff trained and deployed in Results-Based Management - Number of M&E and lessons learnt initiatives conducted to improve on program implementation and effectiveness of the EWRS - Annual Reports on state of peace in the region is available from 2015 onwards - Improved level and depth of cooperation and collaboration among the Directorates in PAPS and also with other Directorates of ECOWAS	

Main Activities

- Organize inter-directorate workshops and coordination meetings to create shared vision and coordinated approach amongst key stakeholders in PAPS and other Departments / Directorates of ECOWAS Commission directly related to EWRS
- Develop and operationalize indicators and M&E System for tracking and evaluating the level of peace /stability in the region
- Develop a manual on M & E, after-action review and RBM relevant for EWRS, and use it to train key actors at national and regional levels
- Train key staff in Results Based Management relevant for EWRS
- Develop a tracking system for measuring the effectiveness of responses and record the best practices

OBJECTIVES/RESULTS CHAIN	INDICATORS	CRITICAL SUCCESS FACTORS
Strategic Objective 4: To improve partnerships and cooperation with RECs, AU, UN and other partners towards enhanced visibility, collaboration, quality improvement and leveraging of partnerships, financial and technical resources	Impact: • Better and harmonised implementation of responses by member states • Faster and more effective, better coordinated support from AU/UN for interventions	
Outcome: 4. To influence policy, leverage more financial and technical partnerships, and contributes to improved visibility and effectiveness of early warning and response systems in ECOWAS and Africa	• Member states own the NERMs as effective instruments for conflict prevention • Member states adopt better policies related to human security	
Outputs: 4.1. Policy dialogues and Partner Forums to share and disseminate insights from after-action reviews, M&E and other studies 4.2. Increased leveraging of financial resources and technical cooperation 4.3. Enhanced visibility and partnerships for EWRS	• Number of joint programs / reports with partners • Number of new MoUs / MoA or formal partnership agreements • Joint tools with strategic partners • New funding opportunities /sources • Increase in demand for intervention/assistance • Number of successful interventions executed relative to number of alerts received	
Main Activities: 1. Undertake structural vulnerability assessment of member states 2. Organise effective Peace Forums in member states 3. Implement community preparedness and response programs 4. Undertake special studies on emerging issues, including Managing Coastal Erosion, Street Children and the Impact of Ebola, Impact of Boko Haram and other insurgencies, etc.) 5. Organise regular interface programs with RECs, AU and UN to update and improve skills and the quality of early warning reports, and the generation of early responses		

6. Organise policy dialogues/advocacy programs in member states
7. Undertake regular M&E and lesson learnt studies
8. Organize annual lessons learnt and best practice conferences with major actors, including AU and UN

6. MEDIUM TERM ACTION PLAN: 2015 - 2020

 EARLY WARNING AND RESPONSE SYSEYEM	MEDIUM TERM ACTION PLAN FOR ECOWAS EARLY WARNING SYSTEM: 2015 -2020	Prepared on: 6th March 2015 To Be Reviewed Annually
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Strategic Objective 1: To operationalize NEWRMs in member states

Outcome 1: NEWRMs are functioning in all member states, are generating credible early warning reports, and implementing effective responses to conflict in communities and at the national level

Outputs	Activities	Auxiliary Indicators/ Milestones for Tracking Performance					Responsible Agency & Partners	Budget & Other Resources Required: (Qty/cost)	Critical Success Factors
		2015/16	2017	2018	2019	2020			
1.1. National Early Warning and Response Mechanisms are constituted through open, transparent and participatory processes, involving government, civil society, Think Tanks and Research Institutes in all Member States, tailored to national peculiarities	Facilitate the setting up NEWRMs in Member States, ensuring open, inclusive and participatory approaches that involve relevant CSOs, Think Tanks and research Institutes	At least 6 member states have established and resourced NEWRMs, and have clarified the roles of actors	At least 6 additional member states have established and resourced NEWRMs, and have clarified the roles of actors	The remaining 3 member states have established and resourced NEWRMs, and have clarified the roles of actors	Authority /Powers and resources for NERMs and Institutes for Coordination of National Early Response Mechanisms are finalised	Review and lessons learnt in the operationalisation of NERMs are undertaken, and insights used or improving ECOWAS EWRS	EWD with support from WANEP and ECOWAS Focal Point/ Permanent Representative		The USAID supported project for the phased operationalisation of NEWRMs in 15 member states is realised

Outputs	Activities	Auxiliary Indicators/ Milestones for Tracking Performance					Responsible Agency & Partners	Budget & Other Resources Required: (Qty/cost)	Critical Success Factors
		2015/16	2017	2018	2019	2020			
1.2. Local and National level monitors (including WANEP, other local CSOs, relevant Think Tanks, and government monitors) are trained, resourced, and work with local and national structures / agencies to collect, and report early warning data to NEWRM and ECOWARN	- Collaborate with WANEP to identify, set up and train local and national network of monitors and reporters - Train other key stakeholders of NEWRM in effective and efficient analysis and reporting of conflict early warning, as well in in mediation and facilitation	Approved curriculum / courses and ToT for the training of local and national monitors are completed by end of 2015 Sequenced training of NEWRM stakeholders starts in at least 6 member states by 2016	Training of NERM stakeholders in additional 6 member states completed by 2017	Training of NEWRM stakeholders in 3 additional member states completed by end of 2018	Review of the performance of NEWRMs and distillation of insights to improve their composition and operations	The effectiveness of NEWRMs in 15 members states is enhanced with insights from the performance review			
1.3. ECOWAS and WANEP National Liaison Officers work with NICERMs for Coordination of further analyse early warning data, identifying remote and proximate causes and important triggers, generate corroborated alert reports along with appropriate response options for consideration of NEWRM and Situation Room in Abuja	- Train other key stakeholders of NEWRM in effective and efficient analysis and reporting of conflict early warning, as well in in mediation and facilitation - Capacitate NICERM to analyse response options and to influence appropriate responses and actions of NEWRM at local and national levels	Training needs, curriculum and tailored courses are designed, and ToT for various courses are finalised by end of 2015 NICERMs in 6 member states are trained and resourced to perform their analytical and coordination functions	NICERMs in 6 additional member states are trained and resourced to undertake their functions	NICERMs in 3 additional member states are trained and resourced to perform their mandates	Review of the performance of NICERMs and distillation of insights to improve their composition and operations	The effectiveness of NICERMs in 15 members states is enhanced with insights from the performance review			

Outputs	Activities	Auxiliary Indicators/ Milestones for Tracking Performance					Responsible Agency & Partners	Budget & Other Resources Required: (Qty/cost)	Critical Success Factors
		2015/16	2017	2018	2019	2020			
1.4. Institute for Coordination of the National Early Response Mechanisms support NEWRMs and Consolidated Situation Room in Abuja to generate collaborative response options, analyse them, determine the most appropriate local/national and regional level responses, and implement them using local, national or regional response mechanisms / structures	Implement corroborated data analyses and alert reports, accompanied with evaluated response options with the NICERMs and NERMs linked to Consolidated Situation Room in Abuja	Undertake pilots corroborated alert report and evaluated response options in 6 members states	Roll out corroborated alert report and accompanying response options in 6 additional member states	Implement corroborated alert reports and related evaluated response options in remaining 3 member states	Review the effectiveness of alert reports and responses against international best practice and AU/UN standards	Review, update and improve the quality, contents and methods for training, data collection, analyses, reporting, as well as mediation, conflict prevention, and other responses, based on insights from after action reviews			

Strategic Objective 2: To strengthen the technical and operational capacity of EWD and PAPS to ensure sustained effectiveness and efficiency of the ECOWAS early warning and response system at the national and regional levels

Outcome 2: Coordination and integration of various early warning and response hubs/Directorates, and agencies under C-PAPS in a “Consolidated Situation Room” at the regional level linked to various response mechanisms enhances the reliability, credibility and timeliness of early conflict alerts and the effectiveness and efficiency of responses

Outputs	Activities	Auxiliary Indicators/ Milestones for Tracking Performance					Responsible Agency & Partners	Budget & Other Resources Required: (Qty/cost)	Critical Success Factors
		2015/16	2017	2018	2019	2020			
2.1. Coordinated and corroborated alert reports, along with collaboratively generated response options involving all Directorates of PAPS and other relevant Directorates in ECOWAS	Establish and operationalise a “Consolidated Situation Room” in EWD under C-PAPS to coordinate and integrate early warning data from all Directorates in ECOWAS, including intelligence, military and diplomatic sources	Link up with the on-going organisational change process in ECOWAS Commission to ensure the establishment of a “Consolidated Situation Room” involving Directorates in C-PAPS and other relevant Departments	Link Consolidated Situation Room with CEWS and other RECs Enhance capacity of Consolidated Situation Room to simulate responses, including geo-spatial analysis	Maintain and update the technology and equipment	Review effectiveness of Consolidated Situation Room and the technology	Implement improvements identified to maintain the standard and effectiveness of the Consolidated Situation Room	EWD in partnership with US Govt.		

Outputs	Activities	Auxiliary Indicators/ Milestones for Tracking Performance					Responsible Agency & Partners	Budget & Other Resources Required: (Qty/cost)	Critical Success Factors
		2015/16	2017	2018	2019	2020			
2.2. Enhanced technical / professional human capacity in EWD and Consolidated Situation Room to generate corroborated and credible alert reports, and corresponding response options	- Undertake capacity / training needs assessment of EWD and PAPS related to enhanced performance of EWRS - Develop curriculum and design courses to address identified skills / capacity gaps - Implement the training identified	Training / Capacity needs are assessed by July 2015 Curriculum and course designs are completed by Sept. 2015 Tailored training initiated in last quarter of 2015	Training, coaching and international exposure to personnel of EWD & PAPS in management of Consolidated Situation Room	Training in improved analysis (quantitative and qualitative) and tracking of key conflict triggers	Review effectiveness of training in relation to expected deliverables / outputs, and implement necessary changed / improvements	Continue to train / coach in identified skills			
2.3. Up-to-date/State of the art technology and equipment (including geo-referencing technology) support improved qualitative and quantitative analyses of early warning data and the generation of simulated and analysed corresponding response options for easy and quick decision making	Assess needs and provide technology / equipment needs of EWD & D-PAPS for improving analyses, geo-referencing and simulation of responses in Consolidated Situation Room	Provide suitable technology, equipment and infrastructure	Train EWD staffs in improved analyses, using geo-spatial simulation of responses	Training of Field Monitors and National Liaison Officers in improved analysis, including geo-spatial simulation of responses	Generate thematic maps on reports and responses to support NEWRM to guide decision making and response actions	Train and enable field monitors to use geo-spatial (GIS) technology to collect data and transmit to ECOWARN			

Outputs	Activities	Auxiliary Indicators/ Milestones for Tracking Performance					Responsible Agency & Partners	Budget & Other Resources Required: (Qty/cost)	Critical Success Factors
		2015/16	2017	2018	2019	2020			
2.4. Improved cooperation with NEWRMs and relevant regional CSOs and Think Tanks improves competence of personnel and actors, and quality of early warning and response	- Facilitate regular review of the effectiveness of the 15 NEWRMs in terms of their effectiveness in conflict prevention and peacebuilding - Sensitize decision and policy makers as well as ECOWAS citizens on conflict prevention and peacebuilding	Train and resource CSOs, Think Tanks, etc. to undertake response actions in local communities in mediation and peacebuilding	Build a network of CSOs working in response and enable them to coordinate (e.g. WACSOF, WACSI)	Activate/Revamp the Peace Forum and train them in analysis and resource / equip them to be more accurate in data collection and reporting	Evaluate the effectiveness and implement necessary improvements	Organize lesson learnt and sharing conference to share experiences, best practice and propose improved ways forward			

Outputs	Activities	Auxiliary Indicators/ Milestones for Tracking Performance					Responsible Agency & Partners	Budget & Other Resources Required: (Qty/cost)	Critical Success Factors
		2015/16	2017	2018	2019	2020			
2.5. Improved capacity and state of readiness of the mediation, ESF, and other regional response mechanisms enhance efficiency and effectiveness of ECOWAS EWRS	Train and/or organise exposure visits for personnel and /or functionaries of regional level response structures	Establish training and capacity needs of the various regional level response structures, and initiate appropriate training programs	Cooperate with DPA and DPKRS to provide training in diplomacy, mediation, facilitation for various regional level response structures	Review effectiveness of training provided to the various structures and design follow up programs	Implement additional training / capacity building programs for regional level response structures	Implement training/exposure programs for various response structures			

Strategic Objective 3: To institutionalise a results based management system in EWD/PAPS that ensures learning and knowledge management for sustained excellence in early warning and response mechanisms

Outcome 3: Feedback and insights from response initiatives and After-Action-Reviews are used to inform the design of future responses and training/capacity building

Outputs	Activities	Auxiliary Indicators/ Milestones for Tracking Performance					Responsible Agency & Partners	Budget & Other Resources Required: (Qty/cost)	Critical Success Factors
		2015/16	2017	2018	2019	2020			
3.1. More frequent Inter-Directorate coordination meetings are held to ensure synergy and joint purpose in early warning and response	Organize inter-directorate workshops and coordination meetings to create shared vision and coordinated approach among key stakeholders in PAPS and other Departments / Directorates of ECOWAS Commission directly related to EWRS	Three Coordination meetings on peace and security threats in the ECOWAS Region. ✓ Consolidated Situation room meeting ✓ PAPS mid-year programme review ✓ PAPS retreat	Three Coordination meetings on peace and security threats in the ECOWAS Region. ✓ Consolidated Situation room meeting ✓ PAPS mid-year programme review ✓ PAPS retreat	Three Coordination meetings on peace and security threats in the ECOWAS Region. ✓ Consolidated Situation room meeting ✓ PAPS mid-year programme review ✓ PAPS retreat	Three Coordination meetings on peace and security threats in the ECOWAS Region. ✓ Consolidated Situation room meeting ✓ PAPS mid-year programme review ✓ PAPS retreat	Three Coordination meetings on peace and security threats in the ECOWAS Region. ✓ Consolidated Situation room meeting ✓ PAPS mid-year programme review ✓ PAPS retreat	EWD, DPKRS, DPA	110,000USD/annum	
		One Strategic Meeting on Response to key emerging threat to the Region (e.g. Health Security, Terrorism, election/constitution etc.)	One Strategic Meeting on Response to key emerging threat to the Region (e.g. Terrorism, election/constitution etc.)	One Strategic Meeting on Response to key emerging threat to the Region (e.g. Health Security, Terrorism, election/constitution etc.)	One Strategic Meeting on Response to key emerging threat to the Region (e.g. Health Security, Terrorism, election/constitution etc.)	One Strategic Meeting on Response to key emerging threat to the Region (e.g. Health Security, Terrorism, election/constitution etc.)		50,000USD/annum	
			Three Thematic Response Coordination with other directorates and Units (Health Security, Cross Border Issues, Food Security, Resource Control etc)	Three Thematic Response Coordination with other directorates and Units (Health Security, Cross Border Issues, Food Security, Resource Control etc)	Three Thematic Response Coordination with other directorates and Units (Health Security, Cross Border Issues, Food Security, Resource Control etc)	Three Thematic Response Coordination with other directorates and Units (Health Security, Cross Border Issues, Food Security, Resource Control etc)	EWD	30,000USD/annum	
								Total = 190,000USD/annum	

Outputs	Activities	Auxiliary Indicators/ Milestones for Tracking Performance					Responsible Agency & Partners	Budget & Other Resources Required: (Qty/cost)	Critical Success Factors
		2015/16	2017	2018	2019	2020			
3.2. Indicators for tracking the emergence and development of violent conflict are categorized (according to remote causes, proximate causes and triggers) and measured more accurately in data collection and analysis, and become more relevant in designing response options	- Develop and operationalize indicators and M&E System for tracking and evaluating the level of peace /stability in the national and regional levels. - Develop a manual on M & E, after-action review and RBM relevant for EWRS, and use it to train key actors at national and regional levels	Three Workshops for the development and customization of indicators for M&E at national and regional levels Two workshops on the development of M&E Manual at national and Regional levels	Two workshops for Training, Report and Review on M&E at national and regional levels	One workshop on Report and Review on M&E at national and regional levels	One workshop on Report and Review on M&E at national and regional levels	One workshop on Report and Review on M&E at national and regional levels	EWD/NERMS/WANEP/Technical Partners	Year 1 = 800,000USD/annum Year 2 = 320,000USD/annum Year 3 = 160,000USD/annum Year 4 = 160,000USD/annum Year 5= 160,000USD/annum	

Outputs	Activities	Auxiliary Indicators/ Milestones for Tracking Performance					Responsible Agency & Partners	Budget & Other Resources Required: (Qty/cost)	Critical Success Factors
		2015/16	2017	2018	2019	2020			
3.3. Result measurement and tracking inform strategic choices in the training and capacity development of various actors in the system at local, national and regional levels	- Train key staff in Results Based Management relevant for EWRs - Organize annual lessons learned conference among major actors, including AU and UN	Fifteen staff trained and deployed in Results-Based Management to address skills gap.	Fifteen staff trained and deployed in Results-Based Management to address skills gap.	Fifteen staff trained and deployed in Results-Based Management to address skills gap.	Fifteen staff trained and deployed in Results-Based Management to address skills gap.	Fifteen staff trained and deployed in Results-Based Management to address skills gap.	EWD, DPKRS, DPA	150,000USD/annum	
		Annual workshop on M&E and lessons learnt initiatives Annual Report on state of peace in the region produced.	Annual workshop on M&E and lessons learnt initiatives Annual Report on state of peace in the region produced.	Annual workshop on M&E and lessons learnt initiatives Annual Report on state of peace in the region produced.	Annual workshop on M&E and lessons learnt initiatives Annual Report on state of peace in the region produced.	Annual workshop on M&E and lessons learnt initiatives Annual Report on state of peace in the region produced.		75,000USD/annum Total = 225,000USD/annum	

Strategic Objective 4: To improve partnerships and cooperation with RECs, AU, UN and other partners towards enhanced visibility, collaboration, quality improvement and leveraging of partnerships, financial and technical resources

Outcome 4: To influence policy, leverage more financial and technical partnerships, and contributes to improved visibility and effectiveness of early warning and response systems in ECOWAS and Africa

Outputs	Activities	Auxiliary Indicators/ Milestones for Tracking Performance					Responsible Agency & Partners	Budget & Other Resources Required: (Qty/cost)	Critical Success Factors
		2015/16	2017	2018	2019	2020			
4.1. Policy dialogues and Partner Forums to share and disseminate insights from after-action reviews, M&E and other studies	- Undertake structural vulnerability assessment of member states - Undertake special studies on emerging issues, including Managing Coastal Erosion, Street Children and the Impact of Ebola, Impact of Boko Haram and other insurgencies, etc.) - Implement community preparedness and response programs - Organise effective Peace Forums in member states	Indicators for structural vulnerability assessment are finalised Studies on Coastal erosion, and street children are finalised Peace Forum sensitisation Study community capacity and resilience	Influence policy in member states on protection of children on the streets Strengthen cooperation with CSOs in community response Undertake studies on reintegration of Ebola survivors Studies on the impact of Boko Haram Revamp Peace Forum	Undertake policy dialogues and advocacy programs on emerging threats Resource Peace Forum to analyse and generate credible early warning data	Training of trainers in advocacy, mediation Resource training in community response, advocacy, mediation				

Outputs	Activities	Auxiliary Indicators/ Milestones for Tracking Performance					Responsible Agency & Partners	Budget & Other Resources Required: (Qty/cost)	Critical Success Factors
		2015/16	2017	2018	2019	2020			
4.2. Increased leveraging of financial resources and technical cooperation	- Organise regular interface programs with RECs, AU and UN to update and improve skills and the quality of early warning reports, and the generation of early responses - Leverage funds / resources through funding proposals and technical assistance	Develop strategies for fund raising and leveraging technical assistance / partnership Use insights from studies and successful responses to hold information sharing meetings with partners	Capacity building in proposal writing and resource mobilisation	Network and Learn from other RECs on best practices Use insights from studies to leverage funds from private sector to implement special programs emanating from the special studies	Organise partners Forum to raise funds for special programs emerging out of the studies on new/emerging threats Implement special programs on new / emerging threats	Support resources mobilization for the implementation of the NEWRM, capacity building, training and technology improvements for ECOWAS EWRS			
4.3. Enhanced visibility and partnerships for EWRS	- Organise policy dialogues/advo cacy programs in member states - Undertake regular M&E and lesson learnt studies - Organize annual lessons learnt and best practice conferences with major actors, including AU and UN	Organise regular interface programs with AU and UN to update and improve skills and the quality of early warning reports, and the generation of early responses Sensitisation of NEWRM in member states	Cooperate with member states to organise sensitisation programs on NEWRMs Partnership with Media	Information and experience sharing forums with partners Partnership / Training of Media	Organize donor forums on financing gaps in EWRS Produce and disseminate documentaries on community preparedness and response, street children, etc. to sensitise ECOWAS citizens on emerging threats	Partner with media to disseminate documentaries, field reports on special studies			

7. IMPLEMENTATION ARRANGEMENTS

7.1. MONITORING AND EVALUATION

The implementation and management of the strategic plan will be guided by a focus on the achievement of results and indicators elaborated in the Logframe and the Medium Term Action Plan. Towards these ends the EWD will develop an M&E Framework that would incorporate the following key features:

a. Target Groups for M&E:

The M&E framework would have to obtain relevant information from a cross section of the various target groups the EWRS engages with. These include:

- Personnel of PAPS (EWD, PAD and PKRSD) and others involved in the Consolidated Situation Room
- Field Monitors and Liaison Officers in the member states
- Local and Regional CSOs and Think Tanks
- Personnel in the NEWRS and Institutes for Coordination of National Early Response
- High profile faith-based/traditional leaders and cross section of citizen groups in member states
- Local and Central government personnel (policy makers, ordinary workers, etc.)
- Women groups, Youths
- Post-conflict population groups

b. Nature of Information Required for M&E

The M&E information required from the various target groups will of course be different. This is because the M&E will seek to obtain information on the *performance* of those involved in implementing the plan and responsible for achieving the results and indicators elaborated in the strategic plan and the Medium Term Action Plan. The M&E framework would also seek to determine the impact of the planned initiatives of various population groups in the region, especially in the intervention areas. This beneficiary assessment or impact assessment would be crucial in establishing the extent of change within the various target populations. Some of the key areas of inquiry to be included in the M&E framework would be:

- Which of the planned objectives/targets in the strategic plan and medium term action plans have been achieved; and how much of this was done within the estimated budget and time?
- To what extent has the gap between alert and response been bridged or closed at the regional, national and local levels?
- To what extent have alert reports become more corroborated to include data from open sources, intelligence, military, diplomatic and other sources, and thereby minimizing multiple alert reports to the Commission President?
- In which specific areas of competence have skills and performance of EWD and PAPS personnel been improved, and what is the evidence to support improved performance?
- In which specific ways have new technology made improvements in the performance of personnel and in the services and products they deliver?
- How many member states have established and resourced NEWRMs; and what evidence is pointing towards the sustainability of the NEWRMs?
- How effective and efficient have responses to conflict alerts been; and what evidence can prove this?

- To what extent are member states addressing structural/systemic and proximate causes of conflict, and conflict triggers; and what is the evidence to support this?
- What new insights have we created/generated from the various studies; and how have these been deployed to leverage citizen awareness, policy shifts or reviews, and funding for early warning and response in member countries and at the regional level
- How much more funding and what new technical/financial partnerships have been leveraged to support the realization of the objectives/ targets in the strategic plan?
- How more visible has the ECOWAS early warning and response system become to partners and citizens of ECOWAS
- How much more competent have CSOs become in responding to threats to human security in local communities; and what evidence points to that?

c. Establishing the Structures and Capacity for M&E

The M&E Framework would also indicate the structures and systems to be used in undertaking the M&E process as a regular and periodic assessment of performance and impact. This would entail assigning M&E tasks to various personnel at the regional, national and local levels. A system could be developed along the lines of ECOWARN to enable field monitors, personnel of the National Institutes for Coordination of Early Response, the National Liaison Officers, EWD and PAPS personnel to provide monthly or quarterly assessment of their performance against the targets/objectives set for them in the strategic plan/medium term action plan.

This would be supplemented with periodic M&E exercises in selected member states/conflict zones. There would also be M&E initiatives on specific thematic issues of concern or interest to ECOWAS EWRs. M&E specialists/experts would be engaged to support the M&E Division of the Directorate/ ECOWAS Commission in these regards. These M&E specialist / experts would also be expected to support the EWD to develop the M&E framework and templates for collecting M&E information. They would also train various personnel in head quarters and the NEWRMs on the collection and analysis of M&E information to be able to respond to the key issues raised in section b above.

It would be critical in the M&E framework to establish baseline data/information as a foundation for making judgments on improvements, achievements or failures to meet targets, improve performance, make impact, etc.

7.2. Financing the Implementation of the Plan

7.2.1. Support from US Government

The forthcoming financial support from the US Government to implement NEWRMs in member states cover the following:

- The provision of Information and Communication Technology infrastructures and tools.
- The provision of up to date geospatial data including commercial maps (Mapping facility from ESRI is already available within the Early Warning Directorate at Headquarters).
- The Training of staff in data gathering, management and analysis (this will include analysts and GIS Staff).
- The Support to Civil Society organizations, through WANEP (in various forms to carry out their activities).
- The recruitment/payment of staff salaries for 1) one P5 Officer as Analyst at Headquarters, and 2) one P4 (15 in total) in-country ECOWARN Liaison Officer at the Member State level for a period of 5 years after which the ECOWAS takes over.

- The recruitment/payment of staff salaries at the national level for a period of 5 years after which the Member States take over.
- A contribution for the initial take-off of the fund

The solicited US support to ECOWARN will run for a 5-year period following which ECOWAS and Member States, through a four-year plan will fully take over. For the first 5 years, the US Government will fund for 100%. The 6th year will be US 50% and ECOWAS 50%, the 7th year will be US 25% and ECOWAS 75% and the 8th year will be ECOWAS 100%.

The project beginning January 2015 first concerns the 5 (+Burkina Faso) Member States where the President of the Commission has Special Representatives, namely Cote d'Ivoire, Mali, Guinea, Guinea Bissau and Liberia, and the Host Country. From January 2016, the remaining 8 Member States will be established.

7.2.2. Support from ECOWAS Peace Fund

The ECOWAS Peace Fund (EPF) was established by the Heads of State and Government of the Economic Community of West African States (ECOWAS) as a contributive instrument to the achievement of ECOWAS' mandate, with the mission to fund and support relevant activities and initiatives for conflicts prevention, management, resolution, peacekeeping, peacebuilding and recovery, while developing the capacities of relevant stakeholders to promote durable peace and human security across the West Africa region. EPF constitutes one of the six (6) pillars of the ECOWAS Peace and Security Architecture.

The EPF Three (3) operational windows are:

Window 1: Supports/finances conflict prevention and capacity building activities, including Preventive diplomacy, Early-warning system, Peace-building, training and sensitization programmes, Good governance and Human Rights.

Window 2: Supports humanitarian assistance, peacebuilding and post-conflict reconstruction activities, including electoral processes, Disarmament, Demobilization and Rehabilitation programmes, as well as socio-economic and reintegration activities, etc.

Window 3: Supports deployment for conflict management and peace support operations (civilian, police and military components).

A centralized ECOWARN Response Fund that provides effective and sustainable source of funding for the mechanism through contributions from national governments, the private sector, international partners and civil society actors is established. This fund will be deployed for rapid response at national level through competitive evaluation, in line with existing guidelines. The ECOWARN Early Response Fund is lodged as a subset of Window 1 of the ECOWAS PEACE FUND

7.2.3. Sourcing Additional Funds from Partners

In the strategic plan for the ECOWAS EWRS 2016-2020, activities have been planned that would lead to leveraging addition funding from international partners, CSOs, private sector and member states for the implementation of special programs related to awareness creation, sensitization and improved visibility on EWRs among citizens of ECOWAS and international development partners. These planned activities would use insights, experiences and best practices from special studies for policy advocacy and information sharing forums. Enhanced publicity and visibility of the activities and achievements of early warning and early response will be achieved through the production and dissemination of

carefully selected documentaries and publicity events in collaboration with the print and electronic Media.

On the back of these knowledge and experience sharing forums or platforms, the EWD would seek to leverage additional funds to support the realization of the objectives and targets elaborated in the strategic plan.

8. CONCLUSIONS

This is the first Strategic Plan and Medium Term Action Plan of the ECOWAS EWRS. It has taken a lot of consultations and efforts to put these two plans together. The selection of the four priority action areas (strategic priorities) for the period 2016 – 2020 has been informed by a careful assessment of the track record, strengths and challenges facing the EWD, PAPS and the ECOWAS Commission in prosecuting their agenda on early warning and early response. In the face of the continued violent conflicts, the relative fragility/volatility of many member states, and the emerging new threats to human security in the ECOWAS region it is imperative that the objectives set out in the strategic plan and the accompanying Medium Term Action Plan are accorded the necessary urgency and financial and technical support.

An annual evaluation of progress made in implementing the plans and in realization of the objectives and targets is a minimum requirement for ensuring that the plan is implemented.