

# EUROPEAN UNION CONTRIBUTION AGREEMENT WITH AN INTERNATIONAL ORGANISATION

CONTRACT No. FED/2014/345-376

(the "Agreement")

The European Union, represented by the European Commission (the "Contracting Authority")

of the one part,

and

United Nations Development Programme (UNDP) with its Head office at UNDP, One United Nations Plaza, NY 10017, New York, USA (the "Organisation")

of the other part,

(Individually a "Party" and collectively the "Parties"), have agreed as follows:

## Special Conditions

### Article 1 - Purpose

- 1(1) The purpose of this Agreement is a contribution by the Contracting Authority for the implementation of the action entitled: **EU Support to ECOWAS Regional Peace, Security and Stability Mandate (EU-ECOWAS PSS)/ECOWAS-EU Small Arms Project** (the "Action") as described in Annex I.
- 1(2) The Organisation will be awarded the contribution on the terms and conditions set out in this Agreement, which complies with the provisions of the *Financial and Administrative Framework Agreement (FAFA)* signed between the European Union and the United Nations and consists of these special conditions (the "Special Conditions") and their annexes, including General Conditions.
- 1(3) The Organisation accepts the contribution and undertakes to do everything in its power to implement the Action under its own responsibility.
- 1(4) The Action is a Joint Management Action for all purposes of this Agreement.
- 1(5) The Action is not a Multi-donor Action for all purposes of this Agreement.

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## **Article 2 – Entry into force, Implementation Period and Execution Period**

- 2(1) This Agreement shall enter into force on the date when the last of the two Parties signs.
- 2(2) The implementation period of this Agreement (the "Implementation Period") will begin on:
  - the day following that on which the last of the two Parties signs.
- 2(3) The Implementation Period, as laid down in Annex I, is 36 months.
- 2(4) The execution period of this Agreement shall start at the entry into force of this Agreement as provided for in Article 2(1) and shall end at the moment of the payment of the balance by the Contracting Authority in accordance with Article 17 of Annex II or when the Organisation repays any amounts paid in excess of the final amount due pursuant to Article 18 of Annex II. In cases where there is no final payment by the Contracting Authority or final repayment by the Organisation, the end of the execution period shall be the end date referred to in Article 12.5 of Annex II.
- 2(5) Individual contracts implementing the activities under this Agreement shall be signed within 3 years from the date of entry into force of this Agreement.

## **Article 3 - Financing the Action**

- 3(1) The total cost of the Action eligible for financing by the Contracting Authority is estimated at EUR 5,560,000 as set out in Annex III.
- 3(2) The Contracting Authority undertakes to finance a maximum of EUR 5,560,000 equivalent to 100% of the estimated total eligible cost specified in paragraph 1; the final amount will be established in accordance with Articles 14 and 17 of Annex II.
- 3(3) Pursuant to Article 14.4 of Annex II, 7 % of the final amount of direct eligible costs of the Action to be reimbursed by the Contracting Authority to the Organisation in accordance with Articles 14 and 17 of Annex II, may be claimed by the Organisation as indirect costs.
- 3(4) Interest yield by pre-financing payments is not due.

## **Article 4 - Narrative and financial reporting and payment arrangements**

- 4(1) Narrative and financial reports shall be produced in support of payment requests, in compliance with Articles 2 and 15.1 of Annex II.
- 4(2) Payment will be made in accordance with Article 15 of Annex II; of the options referred to in Article 15.1, the following will apply:

### Option 2

First instalment	EUR 2,446,575
Second instalment	EUR 1,739,039
Third instalment	EUR 1,155,879
Forecast final payment	EUR 218,507

(all subject to the provisions of Annex II)

## Article 5 - Contact addresses

Any communication relating to this Agreement shall be in writing, shall state the number and title of the Action, and shall use the following addresses

### For the Contracting Authority:

Payment requests and attached reports, including requests for changes to bank account arrangements shall be sent to:

European Commission  
Delegation of the European Union to Nigeria & ECOWAS  
21 Crescent, off Constitution Avenue  
Central Business District, Abuja, Nigeria

*For the attention of Head of Finance, Contracts & Audit Section*

### For the Organisation:

United Nations Development Programme  
19 T.Y.Danjuma Street  
Asokoro, Abuja, Nigeria

*For the attention of the Country Director*

## Article 6 - Annexes

6(1) The following documents are annexed to these Special Conditions and form an integral part of the Agreement:

Annex I: Description of the Action

Annex II: General Conditions applicable to European Union contribution agreements with international organisations

Annex III: Budget for the Action

Annex IV: Financial identification form

Annex V: Standard request for payment

6(2) In the event of a conflict between the provisions of the present Special Conditions and any Annex thereto, the provisions of the Special Conditions shall take precedence. In the event of a conflict between the provisions of Annex II and those of the other annexes, the provisions of Annex II shall take precedence.

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Done in Abuja, Nigeria, in three originals in the English language, two for the Contracting Authority and one for the Organisation.

**For the Organisation**

Name: Daouda Toure

Position: UNDP Resident  
Representative/ UN Resident  
Coordinator -Nigeria

Signature



Date

22/07/2014


**For the Contracting Authority**

Name:

**Alan Munday**  
Acting Head of Cooperation  
European Union Delegation  
to Nigeria & ECOWAS

Position:

Signature



Date

18.07.2014

# Annex 1

## Description of the Action

FED/2014/345-376



## ECOWAS-EU Small Arms Project

**Project Document: EU Support to ECOWAS Regional Peace, Security and Stability Mandate (EU-ECOWAS PSS)**

**UNDAF Outcome(s):** UNDAF Outcome 4.2: Conflict Prevention and Peace Building.

**Expected CP Outcome(s) 8:** Reduced effects of conflicts and violence through institutionalized, coordinated prevention and management and establishment of peace architecture for resilient communities.

**Expected Output(s):**

**Output 1:** Sensitization And Advocacy Programs Elaborated And Implemented

**OUTPUT 2:** Capacity of Relevant Stakeholders- Armed & security forces, National Commissions and CSOs of the selected countries in the Mano River Union (MRU) and Sahel regions enhanced

**Output 3:** Weapons collection, record keeping and destruction of SALW conducted

**Output 4:** Implementation of community – based micro projects in exchange for arms collection conducted and key projects provided

**Implementing Agency:** UNDP NIGERIA

**Participating Countries:** UNDP Liberia, UNDP Sierra Leone, UNDP Guinea, UNDP Cote D'Ivoire, UNDP Niger and UNDP Mali.

### Brief Description

The fight against the trafficking of small arms and light weapons continues to prove a major challenge to the growth and development path for many sub Saharan countries in spite of earlier initiatives undertaken by ECOWAS to provide support to its member states. The 2011 post-election violence in Côte d'Ivoire, recurrent armed violence in Guinea Forestière and the nature of the conflict in Mali are a manifestation of the easy availability of SALW in the sub region.

Subsequently, this project is aimed at Implementation of "Pilot Weapons Collection Programmes" ("Disarmament and Community Development" or "Weapons for Development") in two clusters covering 6 countries, namely Northern Niger - Mali; and Mano River Union (West of Cote d'Ivoire; Guinée Forestière; East of Liberia; North-East of Sierra Leone). The project is an intervention under the Programme "EU Support to ECOWAS Regional Peace, Security and Stability Mandate" (EU-ECOWAS PSS) for the implementation of the "Pilot Weapons Collection Programmes" related to ECPF component 'Practical disarmament' in Member States (Results area 2) (act. 2.2.13, 2.2.14 & 2.2.15). The proposed pilot projects in Niger and Mali shall complement different initiatives already being implemented within the European Strategy for Security and Development in the Sahel. The capacity of the National Commissions on Small Arms will be enhanced under act. 2.2.12 of the Financing Agreement of the EU-ECOWAS PSS Programme. As a consequence, under this project capacity development of National Commissions in Small Arms will be limited to their capacity to coordinate the implementation of the pilot projects described above.

Specifically, it will create community awareness on the dangers associated with the illicit proliferation of small arms and armed violence; strengthen the capacity of security institutions and communities to enhance safety and above all encourage voluntary weapons surrender/collection in return for development community based development projects.

The project will be coherent with the "European Strategy for Security and Development in the Sahel", more particularly in strengthening ECOWAS capacities under the ECPF components Practical Disarmament (fight against the proliferation of small arms and light weapons).

Programme Period: Dec 2013 – Sept 2017  
Project title: EU-ECOWAS PSS  
Key Result Area (Strategic Plan) N/A  
Start date: July 2014  
End Date: June 2017

Total resources required: Euro 5.56M  
Total allocated resources: Euro 5.56M  
Donor: European Union  
Others: ECOWAS  
Unfunded budget: None

Agreed by (Implementing Partner):

Agreed by (EU)

Agreed by ECOWAS



# ECOWAS-EU Small Arms Project

## CONTENTS

	<b>UNDAF Outcome(s): UNDAF Outcome 4.2: Conflict Prevention and Peace Building</b> .....	1
I.	<b>BACKGROUND</b> .....	3
II.	I.1 situational analysis.....	3
III.	I.2 justification/rationale .....	5
IV.	<b>STRATEGY</b> .....	5
	<b>IV.1 OVERVIEW OF STRATEGY</b> .....	5
	<b>OUTPUT 1: SENSITIZATION AND ADVOCACY PROGRAMS ELABORATED AND IMPLEMENTED</b> .....	6
	<b>ACTIVITY 1.1: DEVELOPING SENSITIZATION AND ADVOCACY STRATEGY TO CREATE THE NECESSARY AWARENESS FOR THE PILOT PROJECTS</b> .....	6
	<b>ACTIVITY 1.2: IMPLEMENT THE SENSITIZATION &amp; ADVOCACY STRATEGY IN THE COMMUNITIES</b> .....	6
	<b>OUTPUT 2: CAPACITY OF RELEVANT STAKEHOLDERS- ARMED &amp; SECURITY FORCES, NATIONAL COMMISSIONS AND CSOs OF THE SELECTED COUNTRIES IN THE MANO RIVER UNION (MRU) AND SAHEL REGIONS ENHANCED</b> .....	7
	<b>ACTIVITY 2.1: ENHANCE OPERATIONAL CAPACITIES OF ARMED &amp; SECURITY FORCES AS WELL AS NATIONAL COMMISSIONS IN PILOT PROJECT AREAS</b> .....	7
	<b>ACTIVITY 2.2: TRAIN AND BUILD CAPACITY FOR CIVIL SOCIETY ORGANIZATIONS (CSOs)</b> .....	7
	<b>OUTPUT 3: WEAPONS COLLECTION, RECORD KEEPING AND DESTRUCTION OF SALW CONDUCTED</b> .....	7
	<b>ACTIVITY 4.1: SUPPORT ASSESSMENT OF NEEDS AND IMPLEMENTING PARTNERS</b> .....	8
	<b>ACTIVITY 4.2: EXECUTE DEVELOPMENT PROJECTS BASED ON COMMUNITY NEEDS</b> .....	8
V.	<b>II.5 Communications and Visibility</b> .....	8
	<b>II.5.1 VISIBILITY FOR PARTNERS</b> .....	8
VI.	<b>II.6: Sustainability strategy</b> .....	9
VII.	<b>II.7: Gender</b> .....	9
	<b>OUTCOME: CONFLICT PREVENTION AND PEACE BUILDING</b> .....	11
	<b>ACTIVITY RESULT 1.1: DEVELOP SENSITIZATION AND ADVOCACY STRATEGY TO CREATE THE NECESSARY AWARENESS FOR THE PILOT PROJECTS</b> .....	11
	<b>OUTPUT 3:</b> .....	13
	<b>WEAPONS COLLECTION, RECORD KEEPING AND DESTRUCTION OF SALW CONDUCTED</b> .....	13
VIII.	<b>II.8: MANAGEMENT ARRANGEMENTS</b> .....	15
	<b>II.8.1 .1 MANAGEMENT STRATEGY</b> .....	15
IX.	<b>II.9: Partnership strategy</b> .....	17
X.	<b>II.10: Monitoring and Evaluation</b> .....	17
XI.	<b>II.11: LEGAL CONTEXT</b> .....	18



## ECOWAS-EU Small Arms Project

### I. BACKGROUND

The Sahel-Saharan region is a large, arid area between the Sahara desert and the savannah region of West Africa. It runs from Mauritania in the East to Sudan in West. With a sparse population, limited infrastructure and with limited or no State control, The Sahel-Saharan region stretches over 8,000,000 km<sup>2</sup>, representing one quarter of the African continent – covering parts of Algeria as well as Burkina Faso, Chad, Mali, Mauritania, Niger and parts of Senegal and northern Nigeria. As an eco-region of semi-arid grasslands, savannah, steppes and thorn shrub lands, the territory has significant environmental and geographical challenges in terms of humanitarian access by both government and Non-Governmental Organizations (NGOs).

The instability and lack of inclusive political systems, drug trafficking from Latin America, terrorist threats and the fierce competition in mining exploitation are some of the challenges confronting and threatening peace, making its development an uphill task. This coupled with the complex combination of the enduring effects of the absence of viable States able to fully perform their sovereign functions, poverty, food insecurity and malnutrition, the prevalence of natural disasters such as droughts and floods, demographic growth, epidemics (malaria, cholera, meningitis, measles and polio) and violent conflict, limited access to basic social services and weak State institutions, have exacerbated the vulnerability of communities in the Sahel and increased dependence on humanitarian assistance. The chronic cycles of food and nutrition crises have weakened household resilience and coping mechanisms. The United Nations Children's Fund (UNICEF) has indicated that, in 2010, nearly 10 million people faced a serious food crisis in the Sahel and 859,000 children under the age of 5 required treatments for severe acute malnutrition (United Nations Security Council, 2011)<sup>1</sup>.

The Mano River Union (MRU) on the other hand started in 1973 with economic cooperation between Liberia and Sierra Leone. With the Republic of Guinea being admitted as a member in 1980, and Cote-d'Ivoire joining the group in 2008, the Union has been saddled with wars and fighting and civil strife with limited economic cooperation as a result. The present Union represents a total population of approximately 40.5 million. According to estimates, Cote d'Ivoire represents 20.6 million, Guinea 10.1 million, Liberia 3.4 million and Sierra Leone 6.4 million<sup>2</sup> inhabitants. Decades of armed conflict and political strife, including coups, counter coups and civil wars in Sierra Leone and Liberia, have created security challenges in the Mano River region, particularly in border areas where fighters and refugees move easily from one country to the next. Significant developments in countries such as Guinea where Sekou Toure's policy of arming each Guinean to defend the "revolution" without any pragmatic arms collection initiative in subsequent years, resulted in the dissemination of arms within the civilian populations. Since 1999 the Union is characterized by recurrent instability and insecurity with periods of open armed conflict (Liberia, Sierra Leone, Côte d'Ivoire and violent political crisis in Guinea). This presents a substantial challenge for nations not used to cooperating within their borders, and even less so with neighbours who may be considered competitors. However, since 2003 peace has returned to Liberia and Sierra Leone with major Demobilization, Disarmament, and Reintegration (DDR) programmes completed, albeit not without remaining challenges, and democratic elections held.

### II. I.1 SITUATIONAL ANALYSIS

The effective control of Small Arms and Light Weapons (SALW) is one of the major global prerequisites for peace building, sustainable development and achieving the Millennium Development Goals (MDGs). Peace and security challenges in West Africa are primarily about preventing conflicts and bringing development. A

<sup>1</sup>United Nations Security Council. (2011). *Report of the assessment mission on the impact of the Libyan Crisis on the Sahel Region*. New York: United Nations Security Council.

<sup>2</sup>Source: Sewanu Kponou, Atlanta Ga, Nov 6 2010 contribution to the Sierra Express media.

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## ECOWAS-EU Small Arms Project

major lesson UNDP learned over the last twenty years is that where small arms and armed violence dominate, development suffers.

As indicated earlier, the Sahel territory is vast and with mountainous regions particularly in the Kidal region. Coupled with lack of resources, the presence of the State is rarely felt in the remotest parts of these territories. Local communities are compelled to collaborate with transnational criminal networks as a matter of survival and the criminals sometimes inter-marry with the indigenous people to enjoy the social protection associated with being part of a community (Aning, 2009<sup>3</sup>). Furthermore, the governance voids or ungoverned spaces provides a vacuum which is at times filled by Al-Qaida in the Islamic Maghreb (AQIM) and/or criminal elements that are reportedly providing services and humanitarian assistance in remote areas where State presence is reduced or non-existent (Aning, 2009)<sup>4</sup>. The United Nations has warned that the above situation may enable AQIM to develop recruitment and local support networks for gathering information, supplying arms and ammunition, and other logistics (Aning, 2009). Additionally, one UN Security Council report in 2011 has observed that police and security services in Mali, Niger, Chad, Mauritania and Nigeria lack national coordination and liaison mechanisms for combating transnational organized crime and terrorism – something the report highlights, is needed for an effective collaborative response to the challenges of the Sahel (United Nations, 2011)<sup>5</sup>.

The Mano River Union (MRU) countries on the other hand are currently in different stages of conflict management and prevention that needs systematic control of SALW, reduction in the chances of recurrence of armed violence, control of the movements of mercenaries and enhancement of community security and social cohesion. Liberia, Ivory Coast, Sierra Leone and Guinea are on the road to recovery; yet these countries are still struggling to overcome the challenges created by the various civil conflicts. Although the situation has improved, providing for human security in communities throughout the MRU remains a significant challenge. Countries of MRU have forged a joint strategy to counter the cross-border movement of armed groups and the illegal trafficking of weapons in their region as the Heads of States' meeting in Zwedru, Liberia (October 2013) demonstrated.

Furthermore, the West Africa Regional Poverty Reduction Strategy (WARPS) recognises that "conflicts are the major challenge facing the sub region and the greatest obstacle to the effective implementation of national poverty reduction policies and progress towards MDG". ECOWAS draws its mandate and legitimacy in 'Peace and Security' from diverse but related regional and international legal documents of ECOWAS, AU and UN, and more specifically the 1993 ECOWAS revised Treaty, the 'Declaration of ECOWAS Political Principles' (A/DCL.1/7/91) and the 1999 "Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peace-Keeping and Security". ECOWAS' primary role therefore in this domain is mainly to develop minimum regional norms and standards with regards to key conflict-inducing issues, political and security governance, facilitate resource mobilization for peace and security activities and monitor compliance of regional agreements within Member States. More particularly, ECOWAS adopted the Convention on SALW, their ammunition and other related materials in 2006 as the regional framework for effective fight against the scourge of SALW. It is within this framework that the ECOWAS Commission provides assistance to ECOWAS member states in supporting the implementation of selected components of the Action Plan for the implementation of the Convention.

The UN and ECOWAS also reiterates that the situation in both the Sahel Sahara region and the MRU requires a transnational approach and it is imperative that the international community works closely to assist regional and national mechanisms to develop integrated programmes to fight drug trafficking and organized crime, including piracy, cross-border crime and small arms and light weapons trafficking. The African Union principally operates through the Regional Economic Communities (RECs) and member states.

<sup>3</sup> Aning, K. (2009). *Potential new hotspots for extremism and opportunities to mitigate the danger, The Case of the Sahel*. Dakar: United Nations Office on Drugs and Crime

<sup>4</sup> *ibid*

<sup>5</sup> *United Nations Security Council. (2011). Report of the assessment mission on the impact of the Libyan Crisis on the Sahel Region. New York: United Nations Security Council.*



## ECOWAS-EU Small Arms Project

It has already developed a continental small arms control strategy with an oversight mechanism constituted by representatives of the RECs and other subject matter experts. ECOWAS has also developed integrated responses to small arms and light weapons control, narcotics trafficking, conflict prevention and cross-border transhumance, security sector governance, among other areas of importance.

### III. 1.2 JUSTIFICATION/RATIONALE

The project is an intervention under the programme EU-ECOWAS PSS for the implementation of the "Pilot Weapons Collection Programmes" related to ECPF component 'Practical disarmament' in Member States (Results area 2) (act. 2.2.13, 2.2.14 & 2.2.15). The project seeks to intervene in a context of recurrent political and security instability in West Africa as witnessed over the past two decades, further affected by emerging security threats in the Sahel region and the Gulf of Guinea.

The United Nations has three peacekeeping missions in West Africa, namely Liberia, Ivory Coast and Mali, DDR was carried out in Liberia in 2003-2004 in which over 66,000 rebel fighters were disarmed and 103,000 weapons collected. UNDP engaged in supplementary voluntary weapons collection in which about 5,000 weapons were collected and several thousand of ammunitions and unexploded ordnance collected. The same was done in Sierra Leone. However there is no practical disarmament in Ivory Coast and Guinea. Former fighters cross the porous borders and offer their services and technical knowledge to any irregular armed formation including those loyal to governments.

There is an urgent need for a comprehensive Demobilization, Disarmament and Reintegration (DDR) across the MRU and the Sahel Sahara regions in order to enhance security.

As a first phase of the response, a pilot of six (6) countries covering two clusters within the MRU and Sahel have been identified for support, namely Northern Niger - Mali; and Mano River Union (West of Cote d'Ivoire; Guinée Forestière; East of Liberia; North-East of Sierra Leone). The timing of such an intervention is critical, given the proliferation of SALW which has increased within the past three years across the West African Conflict System (WACS) following the civil wars in Libya, Cote d'Ivoire and the low intensity instability in Guinea, Guinea-Bissau and Nigeria.

The project will thus support in particular, the implementation of "Pilot Weapons Collection Programmes" ("Disarmament and Community Development" or "Weapons for Development") in the above mentioned two clusters, to strengthen community security through voluntary arms collection of SALW in exchange for development projects at the community level; training of Community leaders, security sector practitioners particularly in the MRU.

## IV. STRATEGY

### IV.1 OVERVIEW OF STRATEGY

As part of the 2nd Focal Sector "Consolidation of Good Governance and Regional Stability" of the 10th EDF EC-West Africa Regional Indicative Programme, and the EU-ECOWAS PSS programme, the implementation of the "Pilot Weapons Collection Programmes" related to ECPF component 'Practical disarmament' in Member States (Results area 2) will be implemented by the United Nations Development Programme (UNDP) (act. 2.2.13, 2.2.14 & 2.2.15)<sup>6</sup>.

This strategic option is based on UNDP Nigeria's capacity and prior experience in implementing the "Enhanced Human Security through the Strengthening of the Capacity of Regional and Sub-Regional Organisations to Control Small Arms and Light Weapons in Africa programme" (2010-2012). The Programme was implemented in four (4) pilot RECs under the leadership of the African Union and was aimed at the enhancement of sub-regional and national border management capacities to counter cross-border trafficking in SALW.

<sup>6</sup> Annex ii to financing agreement n° (FED/2012/022-795)



## ECOWAS-EU Small Arms Project

Drawing on UNDP's capacity in the area of SALW, the project will make use of UNDP's focal points in the respective offices to coordinate and oversee implementation; and build on the existing political will and technical expertise within the selected countries through their respective National Commissions on Small Arms. The project will also be coherent with the "European Strategy for Security and Development in the Sahel", more particularly in strengthening ECOWAS capacities under the ECPF component Practical Disarmament (fight against the proliferation of small arms and light weapons).

Being limited to the Official Development Assistance (ODA) eligibility of activities, the project shall be complemented by other initiatives supported under the European Strategy for Security and Development in the Sahel, with a larger scope of intervention.

This project will be directly implemented between UNDP Abuja and the UNDP Country Offices located in countries where the project will be implemented, and in close coordination with the ECOWAS Commission. The Country Offices will then use their respective implementing modalities i.e. National Implementation Modalities and Direct Implementation Modalities to ensure delivery of activities and results.

The project will also be implemented in synergy with the UNDP Abuja "Small Arms for development project" in Northern Nigeria, directly funded by the Country Office as a support to the Federal Government of Nigeria efforts in dealing with the proliferation of SALW within communities in northern Nigeria. It is expected that this important intervention will be integrated into the dynamics of activities of the Sahel cluster and be coordinated accordingly. This project falls within the conflict prevention and peace building programme of UNDP Nigeria.

Finally, this project will complement the March – November 2013 project implemented by the KAIPTC and funded by Japan which is aimed at promoting dialogue and strengthening operational level competence for security sector practitioners in the Sahel Region.

This project will specifically address the following challenges:

1. Knowledge gaps on dangers of SALW through advocacy and sensitization programmes;
2. Weak enforcement capacity and lack of modern equipment by providing capacity building to stakeholders;
3. Availability and circulation of SALW within the communities through collection, recordkeeping and destruction of SALW;
4. Lack of social amenities in border communities through provision of development projects as incentives;

To address the above challenges, the following outputs will be pursued accordingly:

### **OUTPUT 1: SENSITIZATION AND ADVOCACY PROGRAMS ELABORATED AND IMPLEMENTED**

#### **ACTIVITY 1.1: DEVELOPING SENSITIZATION AND ADVOCACY STRATEGY TO CREATE THE NECESSARY AWARENESS FOR THE PILOT PROJECTS**

A detailed communication/sensitization/advocacy strategy will be designed and implemented in close collaboration with the NATCOMS in the respective clusters and UNDP focal offices to guide the process and ensure that the impact of the advocacy campaign is consistent with best practices. For maximum impact, the intervention will focus on the common border areas in the Mano River Union, such as the West of Cote d'Ivoire and East of Liberia. The targeted geographical locations identified along these borders will form the fulcrum for arms collection. The interventions will be developed based on the needs of the respective zones and upon conducting an assessment with relevant stakeholders in the regions.

#### **ACTIVITY 1.2: IMPLEMENT THE SENSITIZATION & ADVOCACY STRATEGY IN THE COMMUNITIES**

This component will seek to organize a sensitization and awareness campaign against armed violence focused on the geographic zones of the pilot projects, which includes working with communities to collect Small Arms and Light Weapons (SALW), Unexploded Ordnance (UXO) and Explosive Remnants of War (ERW) as a basis for community development projects. Emphasis will be placed on implementing robust and effective advocacy campaigns with mass communication tools (e.g. billboard adverts, strong TV presence, community radios, below-the-line marketing activities, community sensitizations through town criers, etc.),



## ECOWAS-EU Small Arms Project

highlighting that a solution to the SALW problem will have economic benefits for both communities on the Mano River and Sahel regions. The message that a community without SALW has a greater potential for development will be designed and presented in a way that is relevant/peculiar to the public in each zone, increasing their knowledge on the benefits of a weapons free environment, and reinforcing this paradigm.

### **OUTPUT 2: CAPACITY OF RELEVANT STAKEHOLDERS- ARMED & SECURITY FORCES, NATIONAL COMMISSIONS AND CSOs OF THE SELECTED COUNTRIES IN THE MANO RIVER UNION (MRU) AND SAHEL REGIONS ENHANCED**

#### **ACTIVITY 2.1: ENHANCE OPERATIONAL CAPACITIES OF ARMED & SECURITY FORCES AS WELL AS NATIONAL COMMISSIONS IN PILOT PROJECT AREAS**

Recognizing the need for strengthening NATCOMs in the respective pilot project countries to facilitate efficient delivery of project deliverables, the project, and in close collaboration with ECOWAS Small Arms Unit (which oversees the EU- ECOWAS PSS grant component for support to NATCOMs) will ensure that the capacity of the National Small Arms Commissions as well as of the Police, immigration and intelligence communities in the selected countries is strengthened. Specific courses in arms collection and destruction, stockpile management and security, recordkeeping, partnership & resource mobilization, sensitization & communication will be designed and trainings conducted. The courses will be needs based and determined by the capacity gaps identified by beneficiary NATCOMs and relevant stakeholders. This project's support to NATCOMs is complementary to the support provided within the framework of the EU-ECOWAS PSS grant component and will focus specifically on facilitating the smooth implementation of the pilot projects at the community level.

#### **ACTIVITY 2.2: TRAIN AND BUILD CAPACITY FOR CIVIL SOCIETY ORGANIZATIONS (CSOs)**

Addressing the challenges of Small Arms and Light Weapons proliferation in the Mano River Union and Sahel regions will require working closely with non-state actors, specifically CSOs and professional associations in order to bring a human centred perspective to the issues and respond appropriately to implementing the priority action plan of the "ECOWAS Convention on Small Arms and Light Weapons, their Ammunition and other Related Materials".

The areas of training and support for these groups will be based on identified training and capacity needs of the specific zones within the project and could include the following:

- Training on Resource mobilization, partnerships building and management to ensure sustainability.
- Communicating development results of SALW interventions within the clusters and presenting the best possibilities for disseminating success stories.
- Techniques and skill in analysing dimensions of Sexual Exploitation and Abuse (SEA) Gender Based Violence (GBV).
- Facilitating inter-CSO dialogue among organizations active in the area of SALW in the MRU and the Sahel Sahara through:
  - Joint workshops to investigate specific areas of co-operation
  - Mentoring on how to increase cooperation between CSO and national institutions to achieve mutually beneficial objectives.

THERE WILL BE NO OVERLAPS WITH PROVISIONS MADE UNDER THE FINANCIAL AGREEMENT FOR SPECIFIC "Grants to Civil Society Organisations" (call for proposals): Component (2) fight against small arms proliferation (e.g. awareness raising, researches, advocacy activities) (act. 2.2.12).

### **OUTPUT 3: WEAPONS COLLECTION, RECORD KEEPING AND DESTRUCTION OF SALW CONDUCTED**

This component will aim at supporting the selected communities to develop their ability to come up with community development projects in exchange for collected arms. This will be achieved through the following outputs:



## ECOWAS-EU Small Arms Project

### Activity 3.1 CREATE WEAPONS COLLECTION FACILITIES IN TARGETED COMMUNITIES

The intervention will seek to create the necessary facilities that will ensure weapons recovered are stored and secured before their destruction. In this regard, during the needs assessment exercise, identification of appropriate centers shall be made, and preferably, in a location where there will be collective vigilance by members of the targeted communities. The centers will be provided with relevant equipment (containers) for the storage of these weapons and, at the same time, adequate security provisions.

### Activity 3.2 COLLECT, REGISTER AND STORE RECOVERED WEAPONS IN THE FACILITIES

With the storage facilities in place, the collection and voluntary surrender exercise will commence and will be conducted progressively in all the communities. The registration of all recovered weapons will be consistent with relevant international and regional regulatory instruments, such as the International Tracing Instrument and the ECOWAS Convention on Small Arms and Light Weapons, Their Ammunition and Other Related Materials. After collecting the records of the recovered arms, they are to be classified, categorized and appropriately stored in the facilities created with the support of project in the targeted communities. The selected communities will be supported in their capacity to identify weapons collections points, establish stockpile management systems at community level and effectively execute destruction of arms and light weapons. Where appropriate, it will also explore the registration and licensing of legally owned weapons such as shot guns which are primarily used for economic purposes in some of the targeted communities.

### Activity 3.3 CONDUCT AND PHYSICALLY DESTROY WEAPONS RECOVERED IN THE COMMUNITIES

The arms recovered from this exercise will be promptly destroyed after the necessary documentation in terms of record keeping is concluded. Depending on the method of destruction, which will be defined according to the specific context of each community, arms destruction equipment is to be procured and provided for the targeted communities.

## OUTPUT 4: IMPLEMENTATION OF COMMUNITY-BASED MICRO PROJECTS IN EXCHANGE FOR ARMS COLLECTION CONDUCTED AND KEY PROJECTS PROVIDED

### ACTIVITY 4.1: SUPPORT ASSESSMENT OF NEEDS AND IMPLEMENTING PARTNERS

This activity will support communities to develop their capacity to assess development needs, identify community development projects and manage projects at the community level in order to realize the full economic benefits of a weapon for development programme. Additionally, it will explore the possibilities of providing in-kind support, such as equipment for individuals or groups of persons who voluntarily hand over weapons. The local economic development potential will be explored within the target communities and boosted through the different support lines offered in exchange for weapons.

### ACTIVITY 4.2: EXECUTE DEVELOPMENT PROJECTS BASED ON COMMUNITY NEEDS

The projects identified and agreed among community stakeholders will then be implemented with full participation of the men, women and youth of communities. For instance, where civil works are to be conducted, youths in the communities could be engaged, such as in the construction of town halls, community health centers, sports arena, viewing centers, community schools, etc.

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## V. II.5 COMMUNICATIONS AND VISIBILITY

### II.5.1 VISIBILITY FOR PARTNERS

The UNDP will ensure giving adequate visibility to the project and will ensure the visibility of the EU, ECOWAS and UNDP in all actions undertaken within the framework of the project, in line with the Joint

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## ECOWAS-EU Small Arms Project

Visibility Guidelines for EC-UN Actions in the Field<sup>7</sup>, consistent with the European Commission's own "Communication and Visibility Manual for European Union External Actions"<sup>8</sup>. In particular:

- The project shall be referred to as "ECOWAS-EU Small Arms Project" / EU Support to ECOWAS Regional Peace, Security and Stability Mandate (EU-ECOWAS PSS);  
Unless the European Commission requests or agrees otherwise, the Organisation shall take all appropriate measures to publicise the fact that the Action has received funding from the European Union. Information given to the press, the beneficiaries of the Action, all related publicity material, official notices, reports and publications, shall acknowledge that the Action was carried out with EU funding as follows "this project is funded by the European Union under the 10th European Development Fund (EDF)" and shall display in an appropriate way the European logo (twelve yellow stars on a blue background).
- The visibility strategy of this project will respect the political dimension that requires due consideration with regards to ECOWAS political ownership and also ensure display of ECOWAS logo in an appropriate way on equipment and publications purchased or produced under this project.
- A definitive strategy will be developed in the first 3 months of the project in close coordination with the ECOWAS Commission and the EU Delegation to the Federal Republic of Nigeria and the ECOWAS (hereafter EU Delegation).

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### VI. II.6: SUSTAINABILITY STRATEGY

Sustainability continues to be a key element of any Small Arms and Lights Weapons project. It is imperative that the NATCOMS are fully sustainable, and to that end, part of the capacity building to be provided will be aimed at assisting the respective NATCOMS to review their respective resource mobilization strategies where available and develop strategies aimed at supporting the implementation of the pilot projects. Additional support will be provided to ensure that implementation of these strategies are well articulated and carried through with support from the UNDP focal offices. Given the existing presence of the Mano River Union Secretariat, its mandate and network of its offices, the project will ensure that the secretariat and its offices will be partnered through the design and implementation of the project. This will guarantee the continued support of the structures of the MRU secretariat in the target countries notably the community units. Furthermore, the project will be integrated into the respective UNDP country offices programming to facilitate sustainability of the interventions after completion of the project. To the extent possible, provision will be made to procure the services of dedicated project coordinators to fully backstop the projects in the Country offices. Effort will also be made to ensure that outputs of other similar interventions such as the "Promoting Dialogue and Strengthening Operational Level Competence for Security Sector Practitioners in the Sahel Region" funded by the Government of Japan through UNDP and implemented by the Kofi Annan International Peacekeeping Training Centre (KAIPTC) will complement rather than replicate activities.

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### VII. II.7: GENDER

Although women play strong leadership roles in many parts of the world in small arms and gun control, including in West Africa, NATCOMS continue to perform relatively poorly in terms of gender balance and equality. Women took the lead in the campaign for the conversion of the ECOWAS Moratorium into a Convention in 2006 its main constituency; women also led the Million Mom March held in the United States on Mothers' Day (May 2000) and Women Call for a Gun Free South Africa (March 2000). One of the expected results of the project will be to find innovative ways to strengthen women, and especially women CSO leaders, voice and participation in the SALW reduction process, particularly in the pilot project communities. Ideally, 30% per cent of the membership of the National Commissions' should be women to reflect the UNDP Eight Point Agenda for Women's Empowerment and Gender equality in Crisis Prevention

<sup>7</sup> [http://ec.europa.eu/europeaid/work/procedures/financing/international\\_organisations/other\\_documents\\_related\\_united\\_nations/document/joint\\_visibility\\_guidelines.pdf](http://ec.europa.eu/europeaid/work/procedures/financing/international_organisations/other_documents_related_united_nations/document/joint_visibility_guidelines.pdf)

<sup>8</sup> [http://ec.europa.eu/europeaid/work/visibility/documents/communication\\_and\\_visibility\\_manual\\_en.pdf](http://ec.europa.eu/europeaid/work/visibility/documents/communication_and_visibility_manual_en.pdf)



## ECOWAS-EU Small Arms Project

and Recovery. From preparatory to implementation and monitoring and evaluation, women and youth must be part of the process.

There are significant gender dimensions to armed violence prevention and reduction that cannot be ignored if programming is to be successful. Mainstreaming gender in all its aspects is fundamental to a demilitarized environment. The majority of both perpetrators and immediate victims of armed violence are men. This suggests that armed violence is linked with cultures of masculinity and the societal roles of men, which must be understood and addressed. At the same time, armed violence as outlined above cannot be detached and considered in isolation from the broader context of underdevelopment, and the impact of armed violence thus goes beyond the immediate victims of gun-use. High levels of armed violence tend to be reflected in similarly high levels of sexual and gender based violence (including domestic violence), environmental degradation in which women are the main victims.

The roles of women and men in armed violence are substantially different, and because they are affected in different ways, it is crucial to have a thorough understanding of these roles and impacts and addressing specific needs when implementing the Practical Disarmament programme. As such, and to be able to identify and address differentiated needs, the project will promote the active involvement of women and men in discussions and all project activities at the different stages of the project cycle.

To assist and facilitate gender mainstreaming in crisis prevention and recovery, UNDP has produced an Eight-Point Agenda for Women's Empowerment and Gender Equality (8PA), which outlines priorities for enhancing women's justice and security. In addition, the 8PA highlights the need for drawing on women's knowledge and expertise as well as to include women in peace-building activities.

For instance, with regards to the support to CSOs, the project would, amongst others, target women's associations and develop a communications and advocacy strategy that would seek to address the different gender perspectives of SALW reduction.

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Output	Activity results	Indicators, Baseline, Target	Means of Verification	Role of Partners
<p><b>OUTPUT 1:</b></p> <p>Sensitization And Advocacy Programs Elaborated And Implemented</p>	<p><b>Activity Result 1.1:</b> Develop Sensitization and Advocacy Strategy to Create the Necessary Awareness for the Pilot Projects</p> <p><u>Action 1.1.1.</u> Develop a communication strategy (MRU)</p> <p><u>Action 1.1.2.</u> Develop a communication strategy (Sahel)</p> <p><b>Activity 1.2:</b> Implement sensitization &amp; advocacy strategy in the communities</p> <p><u>Action 1.2.1</u> Implement the sensitization and awareness campaign based on communication strategy (MRU)</p> <p><u>Action 1.2.2</u> Implement the sensitization and awareness campaign based on communication strategy (Sahel region)</p> <p><u>Action 1.2.3</u> Develop Information, Education and Communication materials to facilitate experience sharing, learning and scale up. (MRU)</p> <p><u>Action 1.2.4</u> Develop Information Education and Communication materials to facilitate experience sharing, learning and scale up. (Sahel region)</p>	<p><b>Indicators:</b></p> <p>1.1. Communications strategy developed and implemented</p> <p>1.2. Number and nature of awareness and sensitization campaigns undertaken.</p> <p>1.3. Number of Information, Education and Communication (IEC) materials developed for lessons learnt and future scale up.</p> <p>1.4. Level of awareness of Arms for development in targeted communities, and community willingness to collect and destroy arms.</p> <p><b>Baselines:</b></p> <p>1.1. A communication strategy dedicated to addressing awareness of SALW in the selected regions is non-existent.</p> <p>1.2. Awareness and sensitization campaigns undertaken in the targeted regions are not driven by any well-articulated strategy.</p> <p>1.3. Information, Education and Communication materials on Arms for development on SALW in the selected zones are non-existent/obsolete.</p> <p><b>Targets (year 1)</b></p> <p>1.1. Develop and implement a communication strategy for an effective SALW intervention in the two zones</p> <p>1.2. Implement at least 3 targeted sensitization and Awareness campaigns in all zones based on communication strategy.</p> <p>1.3. Produce Information, Education and Communication materials</p> <p><b>Targets (year 2)</b></p> <p>1.1. Implement at least 4 awareness campaigns targeted at CSO's and Security apparatus and communities.</p> <p>1.2. Produce at least one Information, Education and Communication material based on experiences from year one and two. For dissemination.</p> <p><b>Targets (year 3)</b></p> <p>1.1. Information, Education and Communication materials based on experiences from year one and two for dissemination.</p> <p>1.2. Codify lessons learnt and share experiences for future interventions.</p>	<p><b>Means of Verification</b></p> <p>- Communications strategy document</p> <p>- IEC materials on lessons from the project.</p> <p>- Advocacy materials produced and disseminated in pilot communities.</p> <p>- Survey on perception of proliferation and its impact on the respective communities.</p>	<p>- NATCOMs shall liaise with relevant CSO's and lead the Awareness and communications campaign for pilot projects.</p> <p>- MRU offices in respective pilot countries will liaise with NATCOMs to reach out to pilot communities</p> <p>- UNDP CO's in pilot project countries shall provide administrative and programme management support to deliver output.</p> <p>- ECOWAS national offices will be active actor in the sensitization and awareness campaigns.</p>
<p><b>OUTPUT 2:</b></p> <p>Capacity of Relevant Stakeholders - Armed &amp; security forces, National Commissions and CSOs of the selected countries in the Mano River Union (MRU)</p>	<p><b>Activity Result 2.1:</b> Enhance operational capacities of Armed &amp; Security Forces as well as National Commissions in pilot project areas.</p> <p><u>Action 2.1.1.</u> Provide specific training to NATCOMS, Armed and Security Agencies in respective clusters (MRU)</p> <p><u>Action 2.1.2.</u> Provide specific</p>	<p><b>Indicators:</b></p> <p>2.1 Level of knowledge of arms collection process by NATCOMS which can ensure sustainability and scale up of intervention</p> <p>2.2 Number and nature of additional or specialised training/capacity provided to NATCOMS, security apparatus including CSO's</p> <p>2.3 Number of arms collection and destruction processes successfully administered and executed by NATCOM in project communities.</p> <p>2.4 Number of CSO's engaged in advocacy and sensitization on SALW in pilot communities.</p>	<p>- Reports of NATCOM trainings and workshops targeted at the communities.</p> <p>- Reports on specific training and workshops targeted at Armed and security forces.</p>	<p>- NATCOM's will liaise with the armed forces and security agencies for weapons collection and destruction.</p> <p>- NATCOMs liaise and coordinate with the security agencies to identify and select</p>

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<p>and Sahel regions enhanced</p>	<p>training to NATCOMS, Armed and Security Agencies (Sahel region).</p> <p><b>Activity 2.2: Train and build capacity for Civil Society Organizations (CSOs)</b></p> <p>Action 2.2.1. Provide specific training to CSO's and non-state actors respective clusters (MRU)</p> <p>Action 2.2.2. Provide specific training to CSO's and non-state actors (Sahel region).</p> <p>Action 2.2.3. Create knowledge and experience sharing platform for the different zones including joint workshops (MRU)</p> <p>Action2.2.4. Create knowledge and experience sharing platform for the different zones including joint workshops (Sahel region)</p> <p>Action2.2.5. Provide operational support to NATCOMS for monitoring implementation of Pilot projects and coordination in the selected communities</p> <p>Action2.2.6. Provide operational support to NATCOMS for monitoring implementation of Pilot /emergency projects and coordination in Niger and Mali respectively.</p>	<p><b>Baseline:</b></p> <p>2.1 A number of training programmes have been organised from existing Japanese funding and ECOSAP but not aimed at targeted beneficiaries.</p> <p>2.2 Relatively weak operational capacity of NATCOMS to monitor and evaluate projects in selected communities.</p> <p>2.3 NATCOMS have over the years carried out arms destruction exercises, but the functional relationship with the targeted communities needs to be further institutionalized, especially with regards to the process of arms collection at community level.</p> <p>2.4 Relatively low engagement of CSO's in advocacy and sensitization on SALW in pilot communities.</p> <p><b>Targets (year 1)</b></p> <p>2.1 Organize at least one training on Arms collection process for selected NATCOMS within the MRU and Sahel countries.</p> <p>2.2 Conduct at least 2 targeted Trainer of Trainers workshops on border security and other specialised training including gender training for CSO's and Security Agencies.</p> <p>2.3 At least one training on stockpile management and security, recordkeeping, Partnership &amp; resource mobilization.</p> <p>2.4 Organise one (1) knowledge/experience sharing workshop for NATCOMS and selected beneficiaries from targeted countries.</p> <p>2.5 Provide NATCOMS with operational support to enhance coordination.</p> <p><b>Targets (year 2)</b></p> <p>2.1 Conduct at least 2 additional specialized training organized for NATCOMS, and Security apparatus.</p> <p>2.2 Conduct at least 3 targeted training on border security and other specialized training including gender training for CSO's and Security Agencies</p> <p>2.3 Organize one (1) knowledge/experience sharing workshop for NATCOMS and selected beneficiaries from targeted countries.</p> <p>2.4 Provide NATCOMS with equipment/operational support to enhance coordination i.e. vehicles and office equipment etc...</p> <p><b>Targets (year 3)</b></p> <p>2.1 Organize a review of the training provided to stakeholders to assess results.</p> <p>2.2 Organize one end of project knowledge/experience sharing</p>	<p>Evidence of operational capability provided to security agencies/ NATCOMS to implement pilot projects.</p> <p>Reports of training provided to CSO's within the communities.</p> <p>Reports on CSO led advocacy and sensitization training in pilot communities.</p> <p>Survey on the level of knowledge of small arms control among security agencies in pilot communities.</p> <p>Number of Information, Education and Communication materials created and disseminated.</p>	<p>communities for pilot projects.</p> <p>MRU offices in respective countries will liaise with NATCOMS to reach out to pilot communities.</p> <p>NATCOMS to identify relevant CSO's to facilitate community engagement.</p> <p>UNDP CO's to provide technical and programme management oversight</p>
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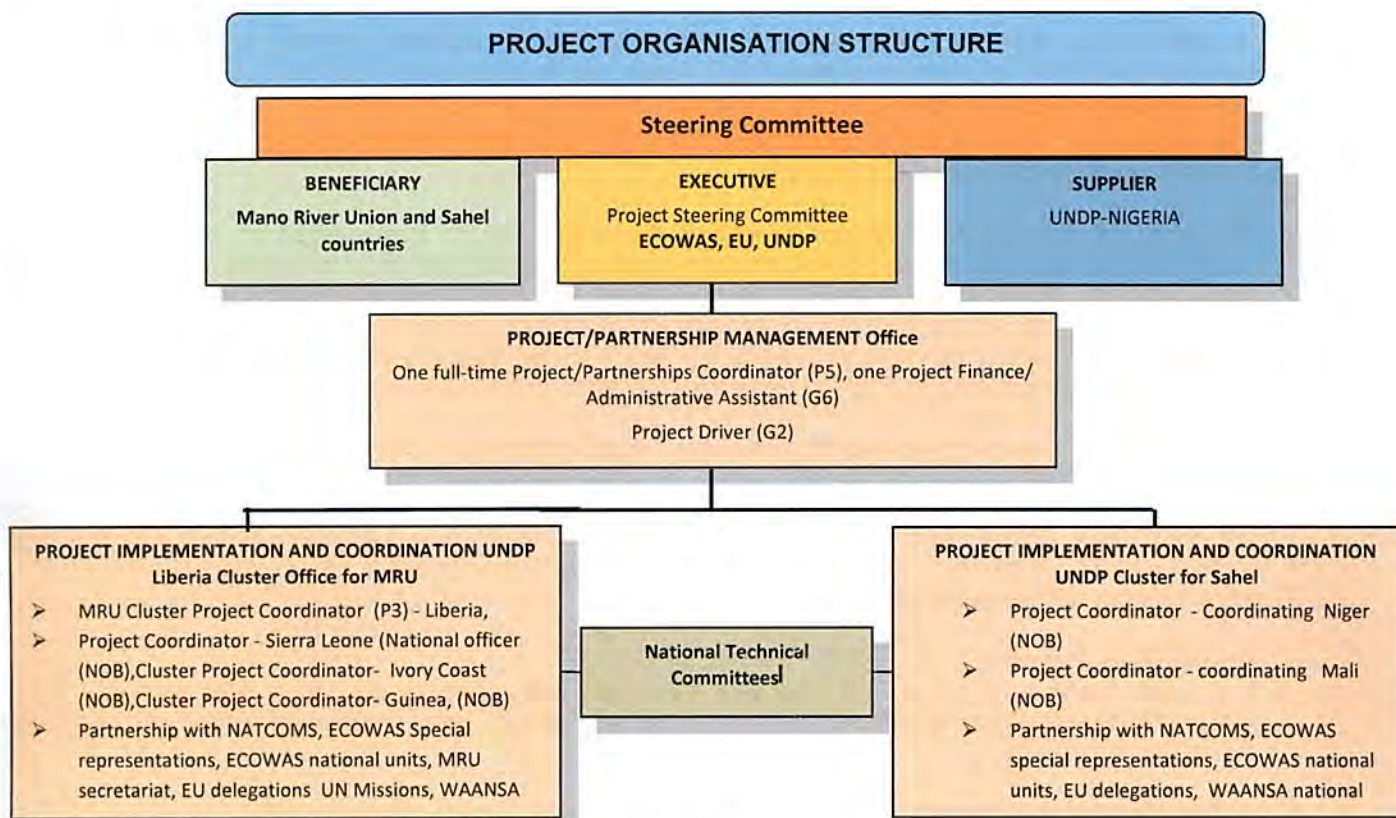
<p><b>OUTPUT 3:</b> Weapons collection, record keeping and destruction of SALW conducted</p>	<p><b>Activity 3.1</b> Provide Weapons in Communities Collection targeted communities</p> <p><u>Action 3.1.1</u> Conduct needs assessment exercise to identify appropriate weapons collection centres.</p> <p><u>Action 3.1.2</u> Provide relevant equipment (containers) for the storage of these weapons.</p> <p><b>Activity 3.2 Collect, Register and Store all Recovered Weapons in the Facilities</b></p> <p><u>Action 3.1.1</u> Conduct needs assessment exercise to identify appropriate weapons collection and provide relevant equipment (containers) as the storage centres. (MRU)</p> <p><u>Action 3.1.2</u> Conduct needs assessment exercise to identify appropriate weapons collection and provide relevant equipment (containers) as the storage centres. (Sahel)</p> <p><b>Activity 3.3 Conduct and Physically Destroy Weapons Recovered in the Communities</b></p> <p><u>Action 3.3.1.</u> Provide equipment /operational support to NATCOMS for destruction of recovered weapons</p> <p><u>Action 3.3.2.</u> Provide equipment /operational support to NATCOMS for destruction of recovered weapons.</p>	<p>workshop for NATCOMS and key stakeholders.</p> <p><b>Indicators:</b></p> <p>3.1 Number of Arms collection centres established and exercises undertaken</p> <p>3.2 Number of Weapons collected/registered and physically destroyed per collection centre.</p> <p>3.3 Recording system and stockpile management for small arms in project pilot areas</p> <p><b>Baseline:</b></p> <p>3.1 No official record of small arms collection centres in targeted communities.</p> <p>3.2 Weapons for development projects undertaken in some of the targeted communities in the past.</p> <p>3.3 Official records of small arms collected in the communities non-existent.</p> <p><b>Targets (Year 1)</b></p> <p>3.1 Conduct baseline assessment exercise to identify existing appropriate weapons collection centres within the pilot areas</p> <p>3.2 Stockpile management collection points identified in 40% of project targeted communities.</p> <p>3.3 Conduct a weapons collection/ registration exercise in project targeted communities.</p> <p><b>Targets (Year 2)</b></p> <p>3.1 Stockpile management collection points identified in additional 40% of project targeted communities</p> <p>3.2 Operational capacity including ICT's provided in additional 40% of project targeted communities.</p> <p>3.3 Conduct additional weapons collection/ registration exercise in project targeted communities.</p> <p>3.4 Conduct destruction of recovered weapons from communities.</p> <p>3.5 Conduct project mid-term review.</p> <p><b>Targets (Year 3)</b></p> <p>3.1 Conduct destruction of recovered weapons from communities</p> <p>3.2 Update records of all arms collected over the project period.</p>	<ul style="list-style-type: none"> <li>- Number of weapons collected and destroyed</li> <li>- Number of arms collection centres set up in pilot areas</li> <li>- Evidence of records of arms collected/ registered</li> </ul>	<ul style="list-style-type: none"> <li>- NATCOMS to liaise with the Armed and security agencies identify and select collection centres within communities.</li> <li>- NATCOM's to liaise with the armed and security agencies for weapons collection and destruction.</li> </ul>
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<p><b>OUTPUT 4:</b> Implementation of community – based micro projects in exchange for arms collection conducted and key projects provided</p>	<p>Action 4.1.1 Support the identification of needs and development of community action plans for projects (MRU). Action 4.1.2 Support the identification of needs and development of community action plans for projects (Sahel region).</p> <p>Action 4.1.3 Provide funding for identified pilot community development projects (MRU) Action 4.1.4 Provide funding for identified Pilot and Emergency community development projects in Mali and Pilot projects in Niger (Sahel region)</p>	<p><b>Indicators:</b></p> <p>4.1 Number of beneficiary communities that have developed action plans for development projects. 4.2 Number of community initiatives (projects) identified and implemented as a result of the arms collection exercise (collective and individual)</p> <p><b>Baseline:</b></p> <p>4.1 No official record of arms for development projects exist as of project inception in MRU targeted communities. 4.2 No official record of community based action plans and projects linked to small arms collection 4.3 Project management capacities to manage community based projects non-existent</p> <p><b>Targets (Year 1)</b></p> <p>4.1 40% of targeted beneficiary communities have developed action plans for development projects. 4.2 At least two (2) arms collection exercise conducted in each of the clusters. 4.3 40% of communities initiated preparatory phase of community funded projects based on weapons collected.</p> <p><b>Target (Year 2)</b></p> <p>4.1 Conduct a mapping of established number of existing community based projects in selected communities. 4.2 Increase by 40% in community action plans of selected communities in addition to 2014 levels 4.3 Additional 40% of communities initiated preparatory phase of community funded projects based on weapons collected 4.4 60% of community funded projects in full scale project implementation.</p> <p><b>Targets (Year 3)</b></p> <p>4.1 Conduct project evaluation 4.2 Conduct project audit where required by UNDP rules and regulations. 4.3 Prepare end of project report</p>	<p><b>Means of Verification</b></p> <p>- No of community projects initiated - Number of community projects completed - End of Project evaluation report - Community action plans</p>	<p>- NATCOMs to liaise with the security agencies identify and select communities for pilot projects. - MRU offices in respective pilot countries to liaise with NATCOMs to reach out to pilot communities - NATCOMS to identify relevant CSO's to facilitate community engagement. - UNDP CO's to provide technical and programme management oversight</p>
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## VIII. II.8: MANAGEMENT ARRANGEMENTS

### II.8.1 .1 MANAGEMENT STRATEGY

Based on the lessons learnt on other similar projects, and to ensure effective coordination of the project, the management structure will be as follows:



The management strategy will focus on a strong partnership management and coordination inter linkage to ensure smooth flow of information and communication of development results across all actors and partners. Consequently, the management arrangement has been designed taking into consideration feedback from validation missions conducted to all the six project countries.

The following is the management arrangement based on discussions:

#### ✓ **Project Steering Committee**

The Project Steering Committee (PSC) will be composed of representatives from the EU Delegation to Nigeria and the ECOWAS, ECOWAS and UNDP Nigeria. Based on lesson learnt from The ECOWAS Small Arms Control Programme (ECOSAP), some of which include, the need to limit the number of actors involved in programme management in order to improve efficiency. The PSC will therefore oversee project implementation and administration, including assessing project progress, providing direction and approving reports and work plans. Project Progress reports and work plans will be presented and submitted to the EU-ECOWAS PSS Project Steering Committee (PSC), chaired by the ECOWAS Commission/Regional Authorizing Officer (RAO), which oversees and validated the overall direction of all components of the EU-ECOWAS PSS, including this project.

The PSC will be responsible for the decision making and supervisory functions of the project. It will hold review meetings four (4) times a year, where the coordinators and Chairpersons/Executive secretaries of the respective NATCOMS from the two Cluster offices should be represented. The project's Implementation



Team i.e. UNDP Cluster offices and the Project Management and Partnerships Office will have a close and continuous interaction with the PSC, and will meet on a quarterly basis.

✓ **The Project/Partnership Management Office**

The Project/Partnerships Management Office in Abuja, Nigeria, will ensure coordination of deliverables in line with agreed timelines; liaise with the ECOWAS and EU, Regional Bureau for Africa, as well as with the UNDP liaison office in Brussels on contractual aspects of the partnership agreements. It will be responsible for the setting up of mandatory review meeting and quality assurance as well as monitoring and evaluation, and communication of development results of the project.

The Project/Partnership Coordinator will report to the UNDP Country Director for Nigeria and work in close collaboration with the Deputy Country Director for Programme. To ensure consistency and coherence with the Country programme, he/she will also liaise closely with the Country Office (CO) programme particularly the Governance & Peace Building Unit.

✓ **Project Implementation and Coordination**

Based on feedback from the validation mission, the project will be implemented by a dedicated cluster coordinator for the MRU, who will also provide support to implementation in Liberia, while a dedicated coordinator will be recruited to support Sierra Leone. Full time National Project Coordinators in Cote d'Ivoire and Guinea will be recruited to provide implementation support to those countries. The cluster manager for the MRU will liaise and work with the National Coordinators, UNDP Country Offices and National Commissions on SALW in the respective countries to facilitate project deliverables.

The two dedicated project coordinators in Niger and Mali will liaise with the NATCOMS and Country Offices in the two UNDP offices as well as NATCOMs. They will report and be coordinated from the Project and Partnership Management Office in Abuja with daily reporting responsibility to the respective Country Offices and NATCOMs. The Project Implementation and Coordination Team will liaise with the UNDP focal persons and SALW advisors in the respective countries where this project is being implemented, as well as implement the various tasks/activities.

✓ **Annual Work Planning**

The project/partnership office in liaison with the respective coordinators and in collaboration with the National Technical Committees, will prepare a detailed annual work programme based on this project description document.

✓ **National Technical Committees**

At the national level, technical committees will be set up, to be chaired by the NATCOM with representation from key stakeholders such as the ECOWAS Special Representations, ECOWAS national unit, EU Delegations, the MRU secretariat, UNDP country office, a CSO representative organization and any other actor as deemed necessary based on the country context. This committee will be responsible for ensuring that the project activities are in line with the objectives, share information on evolving strategic initiatives, and quality of reporting. Where similar coordinating function exists, the project will make use of the existing framework. The Project Coordinators for the respective pilot countries will work closely with the NATCOMs and UNDP offices to ensure that these technical committees are held to review and approve quarterly work plans of the project.

**UNDP-Nigeria**

UNDP-Nigeria will implement a targeted intervention in the Northern part of the country aimed at addressing the Small Arms issue from its own resources modelled on the 3 outputs areas of the project. Additionally, in its role as implementing partner it will also be responsible for providing quality assurance mindful of the separation of the operational and programmatic functions. To this end, UNDP (Operations) through its Service Centre and Programme Management Support Unit will be responsible for monitoring deliverables from the project based on the quarterly reports, Evaluations and Audits as agreed upon in the financing agreements.



## IX. II.9: PARTNERSHIP STRATEGY

The partnership strategy for this project will be focused on ensuring that each partner achieves its objectives as set out above. At the heart of this strategy will be the UNDP Project and Partnerships Management Office based in Abuja, which will among others ensure overall coordination and flow of information on the project. Following on from the management strategy, the MRU cluster office to be based in Liberia and project coordinators in Niger, Mali, Guinea and Cote D'Ivoire will also be key to ensuring that effective liaison is achieved not only with UNDP focal partners in the respective countries, but also ensure that national partners such as the NATCOMs and the CSOs are constantly involved in the implementation and dissemination of information.

In the context of its effort to promote co-ordination and integration for the effective delivery of services, the project will explore partnerships as appropriate with regional centres of excellence such as the Kofi Annan International Peace Keeping Centre (KAIPKC), and regional CSO organizations, for instance West Africa Action Network on Small Arms (WAANSA), Open Society Initiative for West Africa (OSIWA) and the UN Africa Regional Office for Peace and Disarmament as well as non-traditional donor partners. To further guarantee a wider and institutionalised support for the initiative, the MRU secretariat, the ECOWAS Special representations, the ECOWAS national units will be liaised with to ensure synergy.

In order to secure a solid partnerships buy-in, a series of validation meetings have been conducted with key stakeholders in all the selected countries within the clusters to discuss the proposed interventions, with the view to fostering ownership and promoting effective partnership upon take off of the project. These validation meetings have provided UNDP, EU and ECOWAS with the favourable partnerships arrangements from the perspectives of the national stakeholders. It also unearthed key players (partners) in each of the countries whose engagement will be critical to ensure project success.

Consequently, in countries where DDR programmes exist within UN missions, the project will seek to liaise with the relevant advisors within the missions to maximise the potential for synergy and efficiency in programme delivery.

As a bridge towards future partnerships and resource mobilization, a Partnerships and Resource mobilization action plan will be developed upon commencement on the project drawing on the donor intelligence to be conducted by the cluster and project offices. Other development partners such as Japan which is already supporting similar interventions will be engaged right from the onsets of programme implementation.

A standard operating procedural document will be developed to delineate clearly the roles and responsibilities of each of the partners. This document will be approved and endorsed at the inception meeting of the project implementing partners.

Finally, an effective communication strategy which provides ample visibility to all partners will be developed. The lessons of the project will be codified and disseminated using contemporary communication channels such as social media as well as traditional channels.

## X. II.10: MONITORING AND EVALUATION

A participatory, robust and well-resourced monitoring and evaluation system to routinely collect, compile and analyse data for all indicators will be put in place to measure the project's outcome and impact. It will analyse performance data to track progress towards planned results, and to influence the project's decision-making and resource allocation, as well as communicating the achieved results. A gender responsive M/E will be developed to measure the impact on women and youth.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

- **Annual Review Report:** An Annual review report on the progress of project activities will be submitted to the Project Steering Committee at the end of every year.

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- **Quarterly work plan:** A quarterly work plan will be developed and presented to the PSC at the end of each quarter. This work plan shall be submitted with inputs from the respective National technical committees in the pilot countries.
- **Quarterly Reports:** On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quarterly Reports.
- An Issue log shall be activated in Atlas and updated by the Project/ Partnerships Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project/Partnerships Manager to the Project Steering Committee using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned report at the end of the project.
- **Monitoring Schedule:** A Monitoring Schedule Plan shall be developed and activated in Atlas and updated to track key management actions/events. This schedule will be updated based on joint-monitoring visits to the project countries (twice in the year).
- **Review Report:** A mid-term Review Report shall be prepared by the Project/Partnerships Manager based on the Project Partners' Annual Report and shared with the Project Steering Committee. As minimum requirement, Annual Review Reports and quarterly reports shall consist of the Atlas standard format for the Quarterly Progress Report (QPR) covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Mid-term review:** Based on the above report, a mid-term project review evaluation shall be conducted during the third quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review will be driven by the Project Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. At the country level, similar meetings will be held before the mid-term review to enhance quality of reporting at the meeting.
- **End of Project Final Evaluation:** An end of project evaluation will be conducted in line with the provisions of the cost sharing agreement. Main findings of this evaluation will be disseminated and shall form the basis for any follow up initiatives.

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## XI. II.11: LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) between the Government of Nigeria and the United Nations Development Programme, signed by both parties on 12 April 1988, and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried.



- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.



International and National Staff Abuja											
Level	Title	Duty Station	2014		2015		2016		2017		Total
			Amount	w/m	Amount	w/m	Amount	w/m	Amount	w/m	
P5 (100%)	Team lead - Project/Partnerships Coordinator	Abuja	€ 113,395.29	6	€ 226,790.59	12	€ 226,790.59	12	€ 113,395.29	6	€ 680,371.77
G6 (100%)	Finance/ Admin. Associate	Abuja	€ 30,604.77	6	€ 61,209.54	12	€ 61,209.54	12	€ 30,604.77	6	€ 183,628.62
G2 (100%)	Drive/Clerk	Abuja	€ 14,846.14	6	€ 29,692.29	12	€ 29,692.29	12	€ 14,846.14	6	€ 89,076.87
<b>International and National Staff MRU and Sahel</b>											
Level	Title	Duty Station	Amount	w/m	Amount	w/m	Amount	w/m	Amount	w/m	Amount
P3 (100%)	MRU Cluster Project Coordinator	Monrovia	€ 93,198.71	6	€ 186,397.29	12	€ 186,397.29	12	€ 93,198.71	6	€ 559,191.87
NOB (100%)	Project Coordinator	Abidjan	€ 59,873.74	6	€ 59,873.74	12	€ 59,873.74	12	€ 29,936.87	6	€ 179,621.22
NOB (100%)	Project Coordinator	Freetown	€ 11,611.91	6	€ 23,223.82	12	€ 23,223.82	12	€ 11,611.91	6	€ 69,671.46
NOB (100%)	Project Coordinator	Bamako	€ 17,957.58	6	€ 35,915.16	12	€ 35,915.16	12	€ 17,957.58	6	€ 107,745.48
NOB (100%)	Project Coordinator	Conakry	€ 14,115.88	6	€ 28,231.76	12	€ 28,231.76	12	€ 14,115.88	6	€ 84,695.28
NOB (100%)	Project Coordinator	Niamey	€ 20,798.90	6	€ 41,597.80	12	€ 41,597.80	12	€ 20,798.90	6	€ 124,793.40
<b>Total</b>			<b>€ 346,466.05</b>		<b>€ 692,931.99</b>		<b>€ 692,931.99</b>		<b>€ 346,466.05</b>		<b>€ 2,078,795.97</b>

**UNITED NATIONS DEVELOPMENT PROGRAMME  
JOB DESCRIPTION**

**I. Position Information**

Job code title: **Administrative/project Finance Associate**  
Pre-classified Grade: **G6**  
Supervisor: Team Lead- Project/Partnerships Coordinator  
Duty Station: Abuja, Nigeria

**II. Organizational Context**

Under the direct supervision of the Team Lead- Project/Partnerships Coordinator, the incumbent will be primarily responsible for providing administrative and financial support to the project activities in the Project/ Partnerships office in Abuja, to ensure smooth delivery of the ECOWAS/ EU/ UNDP project. He/she will also provide technical support to the team lead in the coordination of Steering committee meetings of the project.

The incumbent will work in close collaboration with the UNDP operational office in UNDP Nigeria to deliver on project results and ensure prompt reporting in line with the programme and partnerships agreements.

**III. Functions / Key Results Expected**

**Summary of key functions:**

1. Supports formulation of project implementation plans for the ECOWAS/EU project on Small Arms including annual and multi-year work plan focusing on achievement of the following results:
  - Collection, analysis and presentation of background information for preparation of project reports and briefing and effective application of RBM tools.
  - Presentation of background information for formulation of, draft project documents, work plans, budgets, proposals on implementation arrangements.
  
2. Provides effective support to **management of the project** focusing on the achievement of the following results:
  - Creation of required project entries in Atlas, preparation of required budget revisions,

<p>revision of project award and project status, determination of unutilized funds, operational and financial close of a project.</p> <ul style="list-style-type: none"> <li>▪ Provision of guidance to the implementing partners on routine implementation of projects.</li> <li>▪ Presentation of information for audit, supports implementation of audit recommendations.</li> </ul>
<p>3. Provides administrative support to the Project focusing on achievement of the following results:</p> <ul style="list-style-type: none"> <li>▪ Review of NEX Financial Reports; preparation of non-PO vouchers for the projects as required.</li> <li>▪ Maintenance of the internal expenditures control system which ensures that vouchers processed are matched and completed; transactions are correctly recorded and posted in Atlas.</li> <li>▪ Timely corrective actions on unposted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers.</li> <li>▪ Creation of requisitions in Atlas for project as necessary, register of goods receipt in Atlas.</li> <li>▪ Making budget check for requisitions, POs and vouchers.</li> </ul>
<p>4. Supports resource mobilization focusing on achievement of the following results:</p> <ul style="list-style-type: none"> <li>▪ Analysis of information on donors, preparation of donor's profile.</li> <li>▪ Track and serve as reporting monitor for the project progress and financial reports to all donors</li> <li>▪ Report on additional resources mobilized by the project in the course of implementation.</li> <li>▪ Review of contributions agreement, managing contributions in Atlas.</li> </ul>
<p>5. Ensures facilitation of knowledge building and knowledge sharing in the project and CO focusing on achievement of the following results:</p> <ul style="list-style-type: none"> <li>▪ Organization of trainings for the partners on the project.</li> <li>▪ Synthesis of lessons learnt and best practices in the Justice and Security project.</li> <li>▪ Sound contributions to knowledge networks and communities of practice.</li> </ul>

#### **IV. Impact of Results**

The key results of the post are coordination the efforts of the respective pilot countries in the MRU and Sahel to deliver significant reduction in the proliferation of Small Arms and Light weapons and substituting them with concrete development interventions which affect livelihoods positively; and strengthening of the existing NATCOMs to perform their functions in accordance with the provisions of the ECOWAS convention.

#### **Core Competencies:**

- Solid understanding of the work of UNDP
- Strong organizational skills and demonstrated capacity to perform effectively within a multi-cultural work environment.
- Ability to work with minimum supervision
- Capacity to prioritize and deliver tasks against tight deadline.

- Ability to participate effectively in a team based, information-sharing environment, to collaborate and cooperate with others.
- Willingness to accept additional responsibilities as required by the demands of the work.
- Ability to communicate sensitively and effectively across different constituencies.
- Excellent command of English as demonstrated both orally and in terms of writing skills.

<b>VI. Recruitment Qualifications</b>	
Education:	<ul style="list-style-type: none"> <li>▪ Master's Degree or equivalent in Economics, Social Sciences, International Relations, Political Sciences or related field.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>▪ 5-6 years of progressively responsible administrative or programme/project experience is required. experience preferably with specialized certification in Accounting and Finance. University Degree in Business or Public Administration, Economics, Political Sciences and Social Sciences or its equivalent. Proven working knowledge of ATLAS and PRINCE 2 (or similar applications)</li> <li>▪ Experience in the usage of computers and office software packages (MS Word, Excel, etc...) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems. Proven working knowledge of MS WORD, EXCEL and, Power Point.</li> <li>▪ Knowledge of monitoring and evaluation is an advantage. Knowledge of EU and ECOWAS procedures is an advantage.</li> </ul>
Language Requirements:	Fluency in English and knowledge of French.

<b>VII. Signatures- Post Description Certification</b>		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date

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**UNITED NATIONS DEVELOPMENT PROGRAMME  
JOB DESCRIPTION**

**I. Position Information**

Job code title: **MRU Cluster Project Coordinator**  
Pre-classified Grade: **P3**  
Supervisor: Team Lead- Project/Partnerships Coordinator and direct supervision of the Deputy Country Director/Programme.  
Duty Station: Monrovia

**II. Organizational Context**

Under the overall supervision of the Team Lead- Project/Partnerships Coordinator and direct supervision of the Deputy Country Director/Programme, the incumbent will be primarily responsible for coordinating the project activities in Liberia and coordinating the project activities of the ECOWAS/ EU/ UNDP project. He/she will also provide technical support to the team lead in the management of the project.

The incumbent coordinates the activities of the respective national coordinators to ensure smooth implementation of project deliverables. He/she will work in close collaboration with the Project/partnerships office in UNDP Nigeria to deliver on project results and ensure prompt reporting in line with the programme and partnerships agreements.

**III. Functions / Key Results Expected**

**Summary of key functions:**

- Coordinates implementation of work plans for the ECOWAS Small Arms pilot programme in Liberia and the other Mano River Union countries.
- Coordinates programme reporting in line with donor agreements and ensure accurate communication of development results.
- Supports Project team Lead to identify strategies for mobilizing resources and partnerships.
- Facilitates communications, knowledge building and knowledge sharing of project development results among MRU participation countries.

**1. Coordinates implementation of work plans for the ECOWAS Small Arms pilot programme in Liberia and the other Mano River Union countries**

- Provides programme execution and administration of the project in Liberia by ensuring delivery of project activities, providing direction and validating project deliverables of the NATCOM in Liberia for the approval by the National Technical Committee
- Support national coordinators to formulate Annual work plans to ensure efficient implementation of project deliverables.
- Provides support to the project team lead in the coordination of Steering committee meetings composed of high level representation from the European Union, ECOWAS and UNDP.
- Ensures preparation of projects progress reports as well as accurate financial reporting on the project to steering committee
- Ensures the provision of quality assurance for the project in Liberia and takes responsibility for monitoring project deliverables based on the quarterly reports.
- Support the Liberia CO and ensure that the project is integrated in the CO programming.

**2. Coordinates programme reporting in line with donor agreements and ensure accurate communication of development results**

- Provides programme guidance in the coordination of National Technical Committee meetings composed of representation from the NATCOMs, and key stakeholders.
- Provides support on ensuring high quality project reports, quarterly and annually for partner in line with EU reporting guidelines.
- Support team lead and serve as liaison between UNDP focal partners in the respective countries to also ensure that national partners such as the NATCOMs and the CSO's are constantly involved in the implementation and dissemination of information.
- Ensure the development of accurate communication of development results for the project from the national coordinators.

**3. Supports Project team Lead to identify strategies for mobilizing resources and partnerships.**

- Support team lead to conduct external and internal analysis for assessing additional opportunities in resource mobilization for respective NATCOMS.
- Actively participate in the implementation of the Partnership and Resource Mobilization (PRM) Strategy for the project
- Support team lead in the negotiation, drafting and revision of agreements with donors.

**4. Facilitates Communications, knowledge building and knowledge sharing as required by the development partners, focusing on the following results:**

- Support the national project coordinators and ensure communication of development results of the project are shared with the ECOWAS –EU partners as well as within UNDP.
- Actively participate to identify and formulate lessons learned and recommendations to be integrated into broader ECOWAS knowledge management efforts.
- Ensure lessons from project are shared as contributions to knowledge networks and communities of practice.

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**IV. Impact of Results**

The key results of the post are coordination the efforts of the respective pilot countries in the MRU and Sahel to deliver significant reduction in the proliferation of Small Arms and Light weapons and substituting them with concrete development interventions which affect livelihoods positively; and strengthening of the existing NATCOMs to perform their functions in accordance with the provisions of the ECOWAS convention.

**V. Competencies and Critical Success Factors**

**Functional Competencies:**

**Results-Based Programme Development and Management**

Level 1: Contributing to results by leading programme implementation

- Coordinates efforts of national project coordinators to ensure quality assurance in project implementation in line with UNDP programming principles
- Support the team to ensure project outputs are achieved in line with desired outcomes
- Provides leadership in identifying challenges to programme implementation in Liberia and addressing them

**Building Strategic Partnerships**

Level 2: Identifying and building partnerships

- Supports the building of effective networks with partners notably within the NATCOMs in the MRU seizing opportunities to build strategic alliances relevant to UNDP's mandate and strategic agenda
- Identifies needs and interventions for capacity building of counterparts especially NATCOMS in the area of resource mobilization and effective partnerships building
- Provide support to offices in MRU and Sahel to ensure effective partnerships building.

**Job Knowledge/Technical Expertise**

Level 3: In-depth knowledge of the subject-matter

- Demonstrates good knowledge in the area of Small Arms and Light Weapons proliferation as well as the fundamental concepts of related discipline
- Demonstrates sound knowledge of Information Communications Technology (ICT) and applies it in the context of managing programmes, especially ATLAS.
- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments.

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- Demonstrates good knowledge of communication for development writing and advocacy.

### **Client Orientation**

Level 6: Contributing to positive outcomes for the client

- Works towards creating an enabling environment for a smooth relationship between all actors in the partnerships
- Demonstrates understanding of partner's perspective and procedures
- Solicits feedback on service provision and quality of project delivery.

### **Core Competencies:**

- Promoting ethics, integrity and creating organizational precedents
- Demonstrating political acumen to foster project implementation
- Demonstrating the ability to work in an environment of creativity and innovation
- Demonstrating excellent interpersonal skills
- Exhibiting respect for diversity and divergent views
- Creating and promoting enabling environment for open communication
- Demonstrating the abilities of an emotionally intelligent person to achieve results
- Fair and transparent decision making; calculated risk-taking
- Promoting gender equality and human rights principles

<b>VI. Recruitment Qualifications</b>	
Education:	Master's Degree or equivalent in Economics, Social Sciences, International Relations, Political Sciences or related field.
Experience:	5-7 years of relevant experience at the national or international level. Demonstrated experience in Programme management, donor relations and communications for development. Experience in monitoring and evaluation is essential. Sound knowledge of Small Arms and Light weapons related issues in the ECOWAS sub region. Good knowledge of UNDP programme management procedures is critical. Knowledge of EU and ECOWAS procedures is an advantage.
Language Requirements:	Fluency in English and knowledge of French.

<b>VII. Signatures- Post Description Certification</b>		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date

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Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date

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UNITED NATIONS DEVELOPMENT PROGRAMME  
JOB DESCRIPTION



### I. Position Information

Job code title: **Team Lead- Project/Partnerships Management Coordinator**  
Pre-classified Grade: **P5**  
Supervisor: Under the overall supervision of the UNDP Resident Representative and direct supervision of the Country Director.  
Duty Station: **Abuja, Nigeria**

### II. Organizational Context

Under the overall supervision of the UNDP Resident Representative and direct supervision of the Country Director, the incumbent will be primarily responsible for managing the ECOWAS/UNDP/EU project. He/she will provide technical advice to senior management and ensure coordination of partnerships between the multilateral actors, as well as between UNDP Nigeria and the UNDP project cluster offices in Liberia and Mali. The incumbent will work closely with the Deputy Country Director/Programme to ensure that project is aligned to CO programme delivery.

The **Team Lead- Project/Partnerships Management Coordinator** supervises and leads a team of staff, experts (international and national consultants). The Coordinator will also work in close collaboration with the Project cluster and national coordinators and UNDP Nigeria to deliver on project results.

Additionally, he/she will liaise with colleagues in UNDP liaison office in Brussels, Bureau for External Relations and Advocacy (BERA), and the Regional Bureau for Africa (RBA).

### III. Functions / Key Results Expected

#### Summary of key functions:

- Manages formulation and implementation of work plans for the ECOWAS Small Arms pilot programme in the Mano River Union and the Sahel regions.
- Coordinates partnerships between all relevant stakeholders i.e. ECOWAS, European Union, UNDP Nigeria and well a UNDP liaison offices and cluster offices in the pilot countries.
- Leads and manages project deliverables and identify strategies for mobilizing resources

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and partnerships.

- ❑ Facilitates communications, knowledge building and knowledge sharing of project development results.

**1. Manages formulation and implementation of work plans for the ECOWAS Small Arms pilot programme in the Mano River Union and the Sahel regions.**

- ❑ Provides programme execution and administration oversight, by leading cluster teams to deliver on the project, gives direction and validates project deliverables for the approval by the steering committee
- ❑ Leads cluster teams to engage and formulates Annual work plans to ensure efficient implementation of project deliverables.
- ❑ Provides guidance and leadership in the coordination of steering committee meetings composed of high level representation from the European Union, ECOWAS and UNDP.
- ❑ Ensures preparation of projects progress reports as well as accurate financial reporting on the project to steering committee
- ❑ Ensures the provision of quality assurance for the project and takes responsibility for monitoring project deliverables based on the quarterly reports.
- ❑ Coordinates project teams to achieve satisfactory evaluations and audits as agreed upon in the financing agreements.

**2. Coordinates partnerships between all relevant stakeholders i.e. ECOWAS, European Union, UNDP Nigeria and well a UNDP liaison offices and cluster offices in the pilot countries.**

- ❑ Leads and coordinates the setting up of cluster offices in Mano River Union and selected Sahel pilot countries
- ❑ Provides guidance and leadership in the coordination of steering committee meetings composed of high level representation from the European Union, ECOWAS and UNDP.
- ❑ Provides high quality advice on partnerships management to Cluster managers based in Liberia and Mali to ensure effective coordination.
- ❑ Ensures high quality reporting and liaison with UNDP- European Union office in Brussels as well as HQ bureaus.
- ❑ Leads UNDP focal partners in the respective countries to also ensure that national partners such as the NATCOMs and the CSO's are constantly involved in the implementation and dissemination of information.
- ❑ Leads the effort to promote co-ordination and integration for the effective delivery of services by exploring partnerships as appropriate with Regional Centers of Excellence, Regional CSO organizations, the UN Africa Regional Office for Peace and Disarmament as well as non-traditional donor partners.

**3. Leads and provides advice to identify strategies for mobilizing resources and partnerships building**

- Leads and manages project team to conduct external and internal analysis for assessing additional opportunities in resource mobilization for respective NATCOMS.
- Leads the development of a detailed Partnership and Resource Mobilization (PRM) Strategy for the project
- Champions the formulation of a detailed Partnership and Resource Mobilization (PRM) Strategy for NATCOMS to address capacity gaps identified during project design stage.

- Leads in the negotiation, drafting and revision of agreements with donors.
- Monitor overall implementation of agreements to ensure that reporting is adhered to.

**4. Facilitates Communications, knowledge building and knowledge sharing** as required by the development partners, focusing on the following results:

- Manages the cluster teams and coordinator and ensures communication of development results of the project are shared with the ECOWAS –EU partners as well as within UNDP.
- Lead the team to identify and formulate lessons learned and recommendations to be integrated into broader ECOWAS knowledge management efforts.
- Ensure lessons from project are shared as contributions to knowledge networks and communities of practice.

#### IV. Impact of Results

The key results of the post are coordination the efforts of the respective pilot countries in the MRU and Sahel to deliver significant reduction in the proliferation of Small Arms and Light weapons and substituting them with concrete development interventions which affect livelihoods positively; and strengthening of the existing NATCOMs to perform their functions in accordance with the provisions of the ECOWAS convention.

#### V. Competencies and Critical Success Factors

### Functional Competencies:

#### Results-Based Programme Development and Management

##### Level 1: Contributing to results by leading programme implementation

- Leads and manages project teams to ensure quality assurance in project implementation in line with UNDP programming principles
- Provides leadership through information and documentation on specific stages of projects/programme implementation
- Manages the teams to ensure project outputs are achieved in line with desired outcomes
- Provides leadership in identifying challenges to programme implementation and addressing them
- Identify opportunities for further project development and leads formulation of proposals for scale up.

## **Building Strategic Partnerships**

### **Level 2: Identifying and building partnerships**

- Effectively networks with partners notably ECOWAS, EU and Governments and seizing opportunities to build strategic alliances relevant to UNDP's mandate and strategic agenda
- Identifies needs and interventions for capacity building of counterparts especially NATCOMS in the area of resource mobilization and effective partnerships building
- Coordinating cluster offices in MRU and Sahel to ensure effective partnerships building.

## **Job Knowledge/Technical Expertise**

### **Level 3: In-depth knowledge of the subject-matter**

- Demonstrates sound knowledge in the area of Small Arms and Light Weapons proliferation as well as the fundamental concepts of related discipline
- Keeps abreast of new developments in area of Small Arms and Light Weapons and seeks to develop him/herself professionally in this area
- Demonstrates sound knowledge of Information Communications Technology (ICT) and applies it in the context of managing programmes
- Demonstrates expert level knowledge and skills in managing complex partnerships
- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments

## **Client Orientation**

### **Level 6: Contributing to positive outcomes for the client**

- Works towards creating an enabling environment for a smooth relationship between all actors in the partnerships
- Demonstrates understanding of partner's perspective and procedures
- Solicits feedback on service provision and quality of project delivery.

## **Core Competencies:**

- Promoting ethics, integrity and creating organizational precedents
- Building support and political acumen to foster project implementation
- Building staff competence, creating an environment of creativity and innovation
- Building and promoting effective teams
- Demonstrating excellent interpersonal skills
- Exhibiting respect for diversity and divergent views
- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent team to achieve results
- Building and promoting a culture of knowledge sharing and learning.
- Fair and transparent decision making; calculated risk-taking
- Promoting gender equality and human rights principles

## **VI. Recruitment Qualifications**

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Education:	Master's Degree or equivalent in Economics, Social Sciences, International Relations, Political Sciences or related field.
Experience:	8-10 years of relevant experience at the national or international level. Demonstrated experience in Partnerships management, donor relations and communications for development. Experience in Project formulation, design, monitoring and evaluation is essential. Sound knowledge of Small Arms and Light weapons related issues in the ECOWAS sub region. Good knowledge of UNDP programme management procedures is critical. Knowledge of EU and ECOWAS procedures is an advantage.
Language Requirements:	Fluency in English and knowledge of French.

<b>VII. Signatures- Post Description Certification</b>		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date

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**UNITED NATIONS DEVELOPMENT PROGRAMME  
JOB DESCRIPTION**

**I. Position Information**

Job code title: **Project Coordinator – ECOWAS/EU Small Arms Project**  
Pre-classified Grade: **NOB**  
Supervisor: Team Lead- Project/Partnerships Coordinator  
Duty Station: Multiple locations: Freetown, Conakry, Niamey, Bamako,  
Type: **National**

**II. Organizational Context**

Under the overall supervision of the Team Lead- Project/Partnerships Coordinator and direct supervision of the Deputy Country Director/Programme or his/her designate, the incumbent will be primarily responsible for coordinating the project activities in the respective countries and coordinating the project activities of the ECOWAS/ EU/ UNDP project. He/she will also provide technical support to the team lead in the management of the project.

The incumbent coordinates the activities of the respective NATCOMS to ensure smooth implementation of project deliverables. He/she will work in close collaboration with the Project/partnerships office in UNDP Nigeria to deliver on project results and ensure prompt reporting in line with the programme and partnerships agreements.

**III. Functions / Key Results Expected**

**Summary of key functions:**

- Coordinates implementation of work plans for the ECOWAS Small Arms pilot programme in-country.
- Provides effective support to **management of the project** focusing on the achievement of the following results:
- Coordinates programme reporting in line with donor agreements and ensure accurate communication of development results.
- Supports Project team and Cluster coordinator to identify strategies for mobilizing resources and partnerships.
- Facilitates communications, knowledge building and knowledge sharing of project

development results among MRU participation countries

**1. Coordinates implementation of work plans for the ECOWAS Small Arms pilot programme in-country.**

- Coordinate and manage day-to-day administration and programme of the project, providing direction and validating project deliverables of the NATCOMs for the approval by the National Technical Committee.
- Support national coordinators to formulate Annual work plans to ensure efficient implementation of project deliverables.
- Manage and ensure the effective running of the programme through the provision of appropriate guidelines and development of programme personnel in accordance with UNDP's policies and procedures.
- Provides support to the project team lead in the coordination of Steering committee meetings composed of high level representation from the European Union, ECOWAS and UNDP.
- Ensures preparation of projects progress reports as well as accurate financial reporting on the project to steering committee
- Ensures the provision of quality assurance for the project in-country and takes responsibility for monitoring project deliverables based on the quarterly reports.

**2. Provides effective support to management of the project focusing on the achievement of the following results:**

- Creation of required project entries in Atlas, preparation of required budget revisions, revision of project award and project status, determination of unutilized funds, operational and financial close of a project.
- Provision of guidance to the implementing partners on routine implementation of projects.
- Presentation of information for audit, supports implementation of audit recommendations.



**3. Coordinates programme reporting in line with donor agreements and ensure accurate communication of development results**

- Provides programme guidance in the coordination of National Technical Committee meetings composed of representation from the NATCOMs, and key stakeholders.
- Provides support on ensuring high quality project reports, quarterly and annually for partner in line with EU reporting guidelines.
- Support team lead and serve as liaison between UNDP focal partners in the respective countries to also ensure that national partners such as the NATCOMs and the CSO's are constantly involved in the implementation and dissemination of information.
- Ensure the development of accurate communication of development results for the project.
- Under the supervision of the UNDP Deputy Country Director/Programme or his/her designate ensure that sufficient resources are mobilized to ensure sustainability of follow up programme.

**4. Supports Project team Lead to identify strategies for mobilizing resources and partnerships.**

- Conduct external and internal analysis for assessing additional opportunities in resource mobilization for respective NATCOMS.
- Actively participate in the implementation of the Partnership and Resource Mobilization (PRM) Strategy for the project
- Support team lead in the negotiation, drafting and revision of agreements with donors.

**5. Facilitates Communications, knowledge building and knowledge sharing as required by the development partners, focusing on the following results:**

- Ensure communication of development results of the project are shared with the ECOWAS –EU partners as well as within UNDP.
- Actively participate to identify and formulate lessons learned and recommendations to be integrated into broader ECOWAS knowledge management efforts.
- Ensure lessons from project are shared as contributions to knowledge networks and communities of practice.

**IV. Impact of Results**

The key results of the post are project implementation is on track within the selected pilot MRU and Sahel countries to deliver significant reduction in the proliferation of Small Arms and Light weapons and substituting them with concrete development interventions which affect livelihoods positively; and strengthening of the existing NATCOMs to perform their functions in

accordance with the provisions of the ECOWAS convention.

## V. Competencies and Critical Success Factors

### Functional Competencies:

#### **Results-Based Programme Development and Management**

- Coordinates efforts of national project coordinators to ensure quality assurance in project implementation in line with UNDP programming principles
- Support the team to ensure project outputs are achieved in line with desired outcomes
- Provides leadership in identifying challenges to programme implementation in Liberia and addressing them

#### **Building Strategic Partnerships**

- Supports the building of effective networks with partners notably within the NATCOMS in- country, and seizing opportunities to build strategic alliances relevant to UNDP's mandate and strategic agenda
- Identifies needs and interventions for capacity building of counterparts especially NATCOMS in the area of resource mobilization and effective partnerships building

#### **Job Knowledge/Technical Expertise**

- Demonstrates good knowledge in the area of Small Arms and Light Weapons proliferation as well as the fundamental concepts of related discipline
- Demonstrates sound knowledge of Information Communications Technology (ICT) and applies it in the context of managing programmes, especially ATLAS.
- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments.
- Demonstrates good knowledge of communication for development writing and advocacy.

### **Core Competencies:**

- Promoting ethics, integrity and creating organizational precedents
- Demonstrating political acumen to foster project implementation
- Demonstrating the ability to work in an environment of creativity and innovation
- Demonstrating excellent interpersonal skills
- Exhibiting respect for diversity and divergent views
- Demonstrating the abilities of an emotionally intelligent person to achieve results
- Fair and transparent decision making; calculated risk-taking
- Promoting gender equality and human rights principles

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<b>VI. Recruitment Qualifications</b>	
Education:	Master's Degree or equivalent in Economics, Social Sciences, International Relations, Political Sciences or related field.
Experience:	<ul style="list-style-type: none"> <li>▪ 5-7 years of relevant experience at the national level. Demonstrated experience in Project management of similar nature, communications for development.</li> <li>▪ Experience in monitoring and evaluation is essential. Sound knowledge of Small Arms and Light weapons related issues in the ECOWAS sub region.</li> <li>▪ Good knowledge of UNDP programme management procedures is critical. Knowledge of EU and ECOWAS procedures is an advantage.</li> </ul>
Language Requirements:	Fluency in English and knowledge of French and vice versa.

<b>VII. Signatures- Post Description Certification</b>		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date

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# Annex II

## General Conditions

FED/2014/345-376

## ANNEX II

### **General Conditions applicable to European Union contribution agreements with international organisations**

#### INDEX

Article 1 -General obligations .....	2
Article 2 -Obligations regarding information and financial and narrative reports .....	3
Article 3 -Liability .....	5
Article 4 -Conflict of interests .....	6
Article 5 -Confidentiality.....	6
Article 6 -Visibility and Transparency.....	6
Article 7 -Ownership/use of results and equipment .....	8
Article 8 -Evaluation of the Action .....	8
Article 9 -Amendment of the Agreement.....	9
Article 10 -Contracting.....	9
Article 11 -Implementation period of the Agreement, suspension, force majeure .....	11
Article 12 -Termination of the Agreement.....	12
Article 13 -Settlement of disputes .....	13
Article 14 -Eligible costs .....	13
Article 15 -Payments.....	15
Article 16 -Accounts and technical and financial checks .....	17
Article 17 -Final amount of financing by the Contracting Authority .....	18
Article 18 -Recovery.....	19

## GENERAL AND ADMINISTRATIVE PROVISIONS

### *Article 1 - GENERAL OBLIGATIONS*

1.1 The Organisation shall ensure that the Action is carried out in accordance with the Description of the Action contained in Annex 1 and is responsible for achieving the objectives set out therein. The Organisation shall report on the indicators of achievement specified in the Description of the Action.

1.2 The Organisation shall implement the Action with the requisite degree of care, efficiency, transparency and diligence, as required by best practice in the field concerned, and in compliance with this Agreement.

The Organisation shall make every effort to mobilise all the financial, human and material resources required for full implementation of the Action, as specified in the Description of the Action.

1.3 The Organisation may act either alone or in partnership with one or more organisations mentioned in the Description of the Action (implementing partners or partners). Partners shall actually participate in implementing the Action, and the costs they incur shall then be eligible under the same conditions as those incurred by the Organisation.

It may also contract parts of the Action, in accordance with the provisions of article 10 hereof.

Where the EU contribution has been awarded to the Organisation in the form of a grant following a call for proposals or a direct award, and therefore not as a Joint Management Action, and in particular where the implementation of the Action requires financial support to be given to third parties, the Organisation may only award grants to third parties ("sub-grants") as provided for in the Special Conditions, and only in order to support the achievement of the objectives of the Action. The Description of the Action shall include a list and description of the types of activity which may be eligible for sub-grants, together with the criteria for the selection of the beneficiaries of these sub-grants. The Description of the Action shall also establish the total amount which may be used for awarding sub-grants as well as the criteria for fixing the exact amount per sub-grant. The maximum amount of a sub-grant shall be limited to EUR 60 000 per third party, except in cases where the financial support in the form of grants and sub-grants is the primary aim of the action and it is not funded by the European Development Fund. The sub-grants awarded by the Organisation are subject to the nationality and eligibility rules for selection provided for in Article 10.3.

Where the Action is not a Joint Management Action, the bulk of the Action shall be undertaken by the Organisation, and where applicable, its partners.

The Organisation shall remain fully responsible for the co-ordination and execution of all contracted activities.

1.4 The Organisation undertakes to ensure that the conditions imposed upon it under Articles 1, 3, 4, 5, 6, 7, 10, 14, 16 and 17 shall also apply to all partners and, where applicable, contractors involved.

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- 1.5 The Organisation shall take appropriate measures to prevent irregularities, fraud, corruption or any other illegal activity in the management of the Action. All suspected and actual cases of irregularity, fraud and corruption related to this Agreement as well as measures related thereto taken by the Organisation shall be reported to the Contracting Authority without delay.

Where appropriate the Organisation shall terminate contracts with partners, contractors or agents involved in fraudulent behaviour or corrupt practices in connection with this or any other actions implemented by the Organisation and financed by the European Union, and shall take all reasonable measures to recover funds unduly paid.

- 1.6 Without prejudice to Articles 1.3 and 10, the Agreement and the payments attached to it shall not be assigned to a third party in any manner whatsoever without the prior written consent of the Contracting Authority.

- 1.7 The provisions regarding "Joint Management Actions" in these General Conditions may be applied if provided for in the Special Conditions and where at least one of the following conditions is met:

- the performance of the Action requires the pooling of resources from a number of donors, and it is not reasonably possible or appropriate to assign the share contributed by each donor to each type of expenditure (hereinafter, "Multi-donor Actions"), or
- the European Commission and the Organisation are bound by a long-term framework agreement laying down the administrative and financial arrangements for their cooperation; or
- the European Commission and the Organisation have jointly assessed the feasibility and defined the terms for implementation of the Action.

- 1.8 Where the European Commission is not the Contracting Authority, it shall not be a party to this Agreement, which shall only confer on it rights and obligations where explicitly stated. It will nevertheless endorse the Agreement to ensure that the Contracting Authority's contribution is actually paid by the EU budget, and the provisions on visibility in this Agreement will apply accordingly.

## **Article 2 - OBLIGATIONS REGARDING INFORMATION AND FINANCIAL AND NARRATIVE REPORTS**

- 2.1 The Organisation shall provide the Contracting Authority with full information on the implementation of the Action. To that end, the Organisation shall provide before signature of this Agreement a work plan for the first period of implementation specified in the Description of the Action. The Organisation shall also draw up progress reports and a final report. These reports shall consist of a narrative part and a financial part. Reporting, narrative as well as financial, shall cover the whole of the Action, regardless of whether this Action is wholly financed or co-financed by the Contracting Authority.
- 2.2 The Contracting Authority may request additional information at any time, providing the reasons for the request. Such information shall be supplied within 30 days of the request.

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- 2.3 The Organisation shall send progress reports to the Contracting Authority in accordance with the provisions below. Every report shall provide a complete account of all aspects of implementation for the period covered.

The report shall be laid out in such a way as to allow comparison of the objective(s), the means envisaged or employed (in particular separate information on the amounts subject to legal commitment and on costs incurred by the Organisation, and where applicable, its partners), the results expected and obtained and the budget details for the Action. The level of detail in any report should match that of the Description of the Action and of the Budget for the Action.

- 2.4 The narrative report shall directly relate to this Agreement and shall at least include:

- Summary and context of the Action;
- Activities carried out during the reporting period (i.e. directly related to the Action and activities described in this Agreement);
- Difficulties encountered and measures taken to overcome problems;
- Changes introduced in implementation;
- Achievements and results measured in accordance with the performance indicators prescribed in this Agreement;
- Work plan for the following period including objectives and performance indicators of achievement. If the report cannot be sent before the end date fixed for the period covered by the preceding work plan, a new work plan, albeit provisional, shall be provided before such date.

- 2.5 The final report shall contain the above information on the activities and results of the Action (except for a work plan mentioned in the last indent, without purpose at the end of the Action) covering the whole Implementation Period, information on the measures taken to identify the European Union as the source of financing, and details on the transfers of assets provided for in Article 7.3 if relevant, plus a full summary of the Action's income, contributions received and cost incurred.

- 2.6 The reports shall be presented in the same language as this Agreement. They shall be submitted at the following intervals:

if payments follow option 1 in Article 15.1:

- a progress report shall be forwarded to the Contracting Authority at the end of every 12-month period, where the Implementation Period of this Agreement is longer;
- a final report shall be forwarded to the Contracting Authority within six months of the end of the Implementation Period of this Agreement as defined in Article 2 of the Special Conditions;

if payments follow option 2 in Article 15.1:

- a progress report shall accompany every request for pre-financing or interim payments;



- the final report shall be forwarded to the Contracting Authority within six months of the end of the Implementation Period of this Agreement as defined in Article 2 of the Special Conditions.
- 2.7 Reports shall be submitted in Euro and in the holding currency used by the Organisation, and may be drawn from financial statements denominated in other currencies as per the Organisation's legislative requirements. In such case and for the purpose of reporting, conversion into Euro shall be made using the rate of exchange at which the Contracting Authority's contribution was recorded in the Organisation's accounts (weighted average), unless otherwise specified in article 4(3) of the Special Conditions.
- 2.8 Any additional reporting requirement shall be set out in the Special Conditions.
- 2.9 If the Organisation fails to supply a final report by the final report deadline laid down in Article 2.6, and fails to furnish an acceptable written explanation of the reasons why it is unable to comply with this obligation, the Contracting Authority may refuse to pay any outstanding amount and recover any amounts unduly paid.

Furthermore, where the Organisation fails to present a progress report and where relevant a request for payment by the end of each 12-month period following the date laid down in Article 2(2) of the Special Conditions, the Organisation shall inform the Contracting Authority of the reasons why it is unable to do so, and shall provide a summary of the state of progress of the Action. If the Organisation fails to comply with this obligation, the Contracting Authority may terminate the Agreement in accordance with the first indent of Article 12.2, refuse to pay any outstanding amount and recover any amounts unduly paid.

- 2.10 In addition to the above mentioned reports, the Organisation will ensure that progress and situation reports, publications, press releases and updates, relevant to this Agreement, are communicated to the Contracting Authority as and when they are issued.

The Organisation and the Contracting Authority will further endeavour to promote close collaboration and exchange of information on the Action. The Organisation will invite the European Commission to join any donor committee which may be set up in connection with Multi-Donor Actions.

- 2.11 In any event the Organisation shall inform the Contracting Authority without delay of any circumstances likely to hamper or delay the implementation of the Action.

### **Article 3 - LIABILITY**

- 3.1 The Organisation shall have sole responsibility for complying with all legal obligations incumbent on it.
- 3.2 The Contracting Authority may not under any circumstances or for any reason whatsoever be held liable for damage or injury sustained by the staff or property of the Organisation while the Action is being carried out, or as a consequence of the Action. Therefore, the Contracting Authority may not accept any claim for compensation or increases in payment in connection with such damage or injury.

- 3.3 Subject to the rules governing the Organisation's privileges and immunities, the Organisation shall assume sole liability towards third parties, including liability for damage or injury of any kind sustained by them in respect of or arising out of the Action. The Organisation shall discharge the Contracting Authority of all liability associated with any claim or action brought as a result of an infringement by the Organisation or the Organisation's employees or individuals for whom those employees are responsible of rules or regulations, or as a result of violation of a third party's rights.

#### ***Article 4 - CONFLICT OF INTERESTS***

The Organisation shall take all necessary precautions to avoid conflicts of interests and shall inform the Contracting Authority without delay of any situation constituting or likely to lead to any such conflict.

There is a conflict of interests where the impartial and objective exercise of the functions of any person implementing this Agreement is compromised for reasons involving family, emotional life, political or national affinity, economic interest or any other shared interest with another party such as a contractor or grant beneficiary, or the final recipients of funds.

#### ***Article 5 - CONFIDENTIALITY***

Subject to Article 16, the Contracting Authority and the Organisation shall preserve the confidentiality of any document, information or other material directly related to this Agreement and duly classified as confidential, until at least five years after the end date as specified in Article 12.5. Where the European Commission is not the Contracting Authority, it shall still have access to all documents communicated to the Contracting Authority, and will maintain the same confidentiality.

#### ***Article 6 - VISIBILITY AND TRANSPARENCY***

- 6.1 Unless the European Commission requests or agrees otherwise, the Organisation shall take all appropriate measures to publicise the fact that the Action has received funding from the European Union. Information given to the press, the beneficiaries of the Action, all related publicity material, official notices, reports and publications, shall acknowledge that the Action was carried out "with funding by the European Union" and shall display in an appropriate way the European logo (twelve yellow stars on a blue background). Such measures will be carried out in accordance with the Communication and Visibility Manual for EU External Actions laid down and published by the European Commission, or any other guidelines agreed between the European Commission and the Organisation.

It is understood that the Organisation's equipment and vehicles may routinely carry its emblem and other indications of ownership prominently displayed. In cases where equipment or vehicles and major supplies have been purchased using funds provided by the European Union, the Organisation shall display appropriate acknowledgement on such vehicles, equipment and major supplies (including display of the European logo). Where such display could jeopardise the Organisation's privileges and immunities or the safety and security of the Organisation's staff, the Organisation shall propose appropriate alternative arrangements.

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- 6.2 The size and prominence of the acknowledgement and European Union logo shall be clearly visible in a manner that does not create any confusion regarding the identification of the Action as an Activity of the Organisation, the ownership of the equipment and supplies by the Organisation, and the application to the Action of the Organisation's privileges and immunities.
- 6.3 All publications by the Organisation pertaining to the Action, in whatever form and whatever medium, including the internet, shall carry the following or a similar disclaimer: "This document has been produced with the financial assistance of the European Union. The views expressed herein can in no way be taken to reflect the official opinion of the European Union."
- 6.4 If the equipment bought with a European Union contribution is not transferred to local partners of the Organisation or the final recipient of the Action at the latest when submitting the final report, the visibility requirements as regards this equipment (in particular display of the European logo) shall continue to apply between submission of the final report and the end of the overall project, programme or action of the Organisation, if the latter is longer.
- 6.5 Publicity pertaining to European Union contributions shall quote these contributions in Euro (€ or EUR), in parenthesis if necessary. The Organisation's publications and reports prepared in response to, and in accordance with, its legislative directives are excluded from this provision.
- 6.6 The Organisation accepts that the Contracting Authority and the European Commission (where it is not the Contracting Authority) publish in any form and medium, including on their websites the name and address of the Organisation, the purpose of the contribution as well as the amount contributed and if relevant the percentage of co-financing.

Upon a duly substantiated request by the Organisation, the European Commission may agree to forego such publicity if disclosure of the above information would risk threatening the Organisation's safety or harming its interests.

- 6.7 With due regard to the applicable rules on confidentiality, security and protection of personal data, the Organisation shall publish, on an annual basis, on its website, the following information on grant and procurement contracts exceeding EUR 15.000 financed by the Contracting Authority: title of the contract/project, nature and purpose of the contract/project, name and locality of the contractor or grant beneficiary and amount of the contract/project. The term "locality" shall mean the address for legal persons and the Region on NUTS<sup>1</sup> 2 level, or equivalent, for natural persons.
- 6.8 The Organisation shall provide to the Contracting Authority the address of the website where this information can be found and shall authorise the publication of such address in the Contracting Authority's internet site.

The Organisation ensures that the obligation to publish this information shall be also applied by its implementing partners as described in Annex I of this Agreement, with

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<sup>1</sup> Nomenclature of Territorial Units for Statistics, available at:  
<http://ec.europa.eu/eurostat/ramon>

regard to their own grant and procurement contracts financed by the Contracting Authority.

**Article 7 - OWNERSHIP/USE OF RESULTS AND EQUIPMENT**

- 7.1 Ownership, title and industrial and intellectual property rights in the results of the Action and the reports and other documents relating to it shall vest in the Organisation, as the case may be together with third parties or as may otherwise be agreed by the Organisation.
- 7.2 Notwithstanding the provisions of the first paragraph and subject to Article 5, the Organisation shall grant the Contracting Authority (and the European Commission where it is not the Contracting Authority) the right to use free of charge and as it sees fit all documents deriving from the Action, whatever their form, provided it does not thereby breach existing industrial and intellectual property rights.
- 7.3 Unless otherwise specified in the Special Conditions, the equipment, vehicles and supplies paid for by the Contracting Authority's funding shall be transferred to local authorities or local partners (excluding commercial contractors) of the Organisation or to the final recipients of the Action at the latest when submitting the final report. The documentary proof of those transfers shall be kept for verification along with the documents mentioned in Article 16.3.

By way of derogation from the preceding paragraph, the equipment, vehicle and supplies purchased in the framework of multi-donor actions which continue after the end of the Implementation Period of this Agreement, may be transferred to these local authorities, partners or final recipients at the end of the project, programme or action of the Organisation. The Organisation pledges to use the assets to the benefit of those benefiting from the present Action. The Organisation shall inform the Contracting Authority on the end use of the assets in the final report.

In the event that there are no local authorities or partners to whom the equipment, vehicles and supplies could be transferred, the Organisation may transfer the assets to another action funded by the European Union or Contracting Authority or, exceptionally, retain ownership of the equipment, vehicles and supplies at the end of the Action. In such cases, it should submit a justified written request with an inventory listing the items concerned and a proposal concerning their use in due time and at the latest with the submission of the final report. In no event may the end use jeopardize the sustainability of the Action or result in a profit for the Organisation.

**Article 8 - EVALUATION OF THE ACTION**

- 8.1 Representatives of the European Commission shall be invited to participate in the main monitoring and in the evaluation missions relating to the performance of the Action. The results of such missions shall be reported to the European Commission.
- 8.2 Article 8.1 is without prejudice to any evaluation mission which the European Commission as a donor may wish to perform. Evaluation missions by representatives of the European Commission should be planned and completed in a collaborative manner between the Organisation's staff and the European Commission's representatives, keeping in mind the commitment of the Parties to the effective and efficient operation of this Agreement. These missions are to be planned ahead and procedural matters are to

be agreed upon by the European Commission and the Organisation in advance. The mission will offer to make a draft of its report available to the Organisation for comments prior to final issuance.

#### **Article 9 - AMENDMENT OF THE AGREEMENT**

- 9.1 Any modification to the Agreement, including the annexes thereto, shall be set out in writing in an amendment. This Agreement can only be modified during the execution period set out in Article 2(4) of the Special Conditions.

If the request for an amendment comes from the Organisation, the latter shall submit that request to the Contracting Authority one month before the amendment is intended to enter into force, and in any case no later than one month before the end of the execution period, unless there are special circumstances duly substantiated by the Organisation and accepted by the Contracting Authority.

- 9.2 Where a modification to the Description of the Action and/or the Budget does not affect the basic purpose of the Action and the financial impact is limited to a transfer within a single budget heading, including cancellation or introduction of an item, or a transfer between budget headings involving a variation (as the case may be in cumulative terms) of 15 % or less of the amount originally entered (or as modified by a formal amendment) in relation to each concerned heading for eligible costs, the Organisation may amend the Budget and shall inform the Contracting Authority accordingly in writing. This method shall not be used to amend headings for administrative costs or the contingency reserve.

Changes of address and changes of bank account may simply be notified in writing to the Contracting Authority. Changes of bank account must be specified in the request for payment, using the financial identification form attached as Annex IV.

- 9.3 An amendment shall not have the purpose or the effect of making changes that would call into question the award decision. In cases the Agreement follows a call for proposals the amendment may not be contrary to the equal treatment of applicants or increase the maximum amount referred to in Article 3.2 of the Special Conditions.

#### **Article 10 - CONTRACTING**

- 10.1 If parts of the Action are contracted, the contracting arrangements, including in particular the principles for the award of procurement and grants, shall be as specified in the Description of the Action. If they are not specified therein, the Organisation will present them to the Contracting Authority as soon as they are available. The Organisation will also inform the Contracting Authority, with as much prior notice as possible, of changes in these arrangements. The Organisation will provide detailed information on contracting arrangements in the final report.
- 10.2 Unless otherwise agreed by the Parties in writing, the procurement of any goods, works or services and the award of grants by the Organisation and its partners in the context of the Action shall be carried out in accordance with the applicable rules and procedures adopted by the Organisation.

This is based on the understanding that the Organisation's rules and procedures conform to internationally accepted standards, in compliance with the principles of transparency,

proportionality, sound financial management, equal treatment and non discrimination, care being taken to avoid any conflict of interests.

Without prejudice to the specific procedures and exceptions applied by the Organisation, the award by the Organisation of grants financed by the Contracting Authority's contribution shall comply with the following principles:

- grants shall not be cumulative, awarded retrospectively or have the purpose or effect of producing a profit for the grant beneficiary;
- grants must involve co-financing from other donors, save in cases of humanitarian and crisis situation, the protection of health and fundamental rights of people, where the grant beneficiaries are third countries or other international organisations and where it is in the interest of the European Union to be the sole donor.

10.3 Unless otherwise provided for in the Special Conditions, the origin of the goods and the nationality of the organisations, companies and experts selected for carrying out activities in the Action shall be determined in accordance with the Organisation's relevant rules. However, and in any event goods, organisations, companies and experts eligible under the applicable regulatory provisions of the European Union shall be eligible.

10.4 The Organisation shall adopt reasonable measures, in accordance with its own procedures, to ensure that potential candidates or tenderers and grant beneficiaries shall be excluded from the participation in a procurement or award procedure financed by the Contracting Authority's contribution, if :

- a. they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b. they or persons having powers of representation, decision making or control over them have been convicted of an offence concerning their professional conduct by a judgement of a competent authority of a Member State which has the force of res judicata;
- c. they or persons having powers of representation, decision making or control over them have been the subject of a judgement which has the force of res judicata for fraud, corruption, involvement in a criminal organisation, money laundering or any other illegal activity detrimental to the EU's financial interests;
- d. they are guilty of misrepresentation in supplying the information required as a condition of participation in the procedure or if they fail to supply this information.
- e. they are subject to a conflict of interests.

The Organisation shall inform the European Commission when a candidate or tenderer is in one of the situations under point (c) or when a contractor financed from the present contribution has been found guilty of making false declarations or committing substantial errors, irregularities and fraud.

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Without prejudice to the power of the European Commission or of the Contracting Authority to exclude an entity from future contracts and grants financed by the EU, financial penalties may be imposed to contractors by the Organisation according to its own rules and procedures.

- 10.5 In the event of failure to comply with the above provisions the relevant costs may be declared ineligible for funding by the Contracting Authority or by the European Commission, at the latest before acceptance of the Final Report.

#### **Article 11 - IMPLEMENTATION PERIOD OF THE AGREEMENT, SUSPENSION, FORCE MAJEURE**

- 11.1 Irrespective of the starting date and implementation period of the project, programme or action of the Organisation, the Implementation Period of this Agreement shall be as set out in Article 2 of the Special Conditions.
- 11.2 The individual contracts implementing the Action under this Agreement shall be concluded as specified in Article 2.5 of the Special Conditions. This contracting deadline also applies to all the individual contracts signed by the Implementing partner(s). After this contracting deadline and up to submission of Final Report, only contracts concerning final audits, evaluation, closure activities and individual contracts concluded after early termination of an existing contract may be concluded. The deadline for conclusion of individual contracts implementing the Action under the Agreement set out in Article 2.5 of the Special Conditions cannot be extended.
- 11.3 The Organisation may suspend without delay implementation of all or part of the Action if circumstances so require, in particular in case of *force majeure*, and informs the Contracting Authority immediately providing all the necessary details. This Agreement may be terminated in accordance with Article 12.1. If the Agreement is not terminated, the Organisation shall endeavour to minimise the duration of the suspension and may resume implementation of the Action once the conditions allow, and shall inform the Contracting Authority accordingly.
- 11.4 The Contracting Authority may request the Organisation to suspend implementation of all or part of the Action if circumstances so require in particular in cases of *force majeure* and in cases such as crisis entailing a change of policy. This Agreement may then be subsequently terminated in accordance with Article 12.1. If the Agreement is not terminated, the Organisation and the Contracting Authority shall endeavour to minimise the duration of the suspension and shall resume implementation of the Action once the conditions allow, with the prior written approval of the Contracting Authority.
- 11.5 The Implementation Period of this Agreement is automatically extended by an amount of time equivalent to the duration of the suspension. This is without prejudice to any amendments to the Agreement which may be necessary to adapt the Action to the new implementing conditions or to Article 12.1, or to a termination in accordance with Article 12.1.
- 11.6 *Force majeure* shall mean any unforeseeable exceptional situation or event beyond the Parties' control which prevents either of them from fulfilling any of their obligations under this Agreement, was not attributable to error or negligence on their part (or of their partners, contractors, agents or employees), and could not have been avoided by the exercise of due diligence. Defects in equipment or material or delays in making them

available, labour disputes, strikes or financial problems cannot be invoked as *force majeure* by the defaulting party. Neither of the Parties shall be held liable for breach of its obligations under the Agreement if it is prevented from fulfilling them by *force majeure*. Without prejudice to Articles 11.3 and 11.4 above, the Party invoking *force majeure* shall notify the other without delay, stating the nature, likely duration and foreseeable effect, and take any measure to minimise possible damage.

#### **Article 12 - TERMINATION OF THE AGREEMENT**

12.1 If, at any time, either Party believes that the purposes of this Agreement can no longer be effectively or appropriately carried out, it shall consult the other Party. Failing agreement on a solution, either Party may terminate this Agreement by serving two months' written notice. In this event, the Organisation shall be entitled to payment of the contribution only for the part of the Action carried out, and to reimbursement of commitments entered into by the Organisation for the implementation of the Action, which the Organisation cannot reasonably terminate on legal grounds. The part of the EU contribution unspent or not spent in accordance with this Agreement, shall be recovered by the Contracting Authority in accordance with Articles 17 and 18, after all liabilities incurred by the Organisation have been satisfied, including interest earned where applicable.

12.2 Where the Organisation:

- fails, without justification, to fulfil any of the obligations incumbent on it and, after being given notice by letter to comply with those obligations, still fails to do so or to furnish a satisfactory explanation within 30 days of sending of the letter;
- fails to comply with articles 1.5, 1.6 or 4;
- makes false or incomplete statements to obtain the contribution provided for in the Agreement or provides reports that do not reflect reality;
- commits financial irregularities or is guilty of grave professional misconduct;
- undergoes legal, financial, technical or organisational change that is liable to affect this Agreement substantially or to call the award decision into question;

the Contracting Authority will enter into discussions with the Organisation and, failing a proper solution within one month, may terminate this Agreement, after giving seven days' notice, and without paying compensation of any kind. In that event the Contracting Authority may demand full or partial repayment of any amounts unduly paid, after allowing the Organisation to submit its observations.

12.3 Prior to or instead of terminating the Agreement as provided for in Article 12.2, the Contracting Authority may suspend payments or the declaration of eligibility of expenses as a precautionary measure, informing the Organisation immediately.

12.4 This Agreement shall be automatically terminated if it has not given rise to a payment by the Contracting Authority (including pre-financing) within two years of its signature.

12.5 Unless this Agreement is terminated earlier pursuant to Article 12, the payment obligations of the European Union hereunder shall cease at the "end date", which shall



occur 18 months after the end of the Implementation Period as defined in Article 2 of the Special Conditions.

The Contracting Authority shall notify the Organisation of any postponement of the end date. The Contracting Authority shall postpone the end date, so as to be able to fulfil its payment obligations, in all cases where the Organisation has filed the payment request in accordance with contractual provisions or, in case of dispute, until completion of the dispute settlement procedure provided for in Article 13.

#### **Article 13 - SETTLEMENT OF DISPUTES**

- 13.1 The Parties shall endeavour to settle amicably any dispute or complaint relating to the interpretation, application or fulfilment of this Agreement, including its existence, validity or termination. In default of amicable settlement, any Party may refer the matter to arbitration in accordance with the Permanent Court of Arbitration Optional Rules for Arbitration Involving International Organisations and States in force at the date of conclusion of this Agreement.
- 13.2 The appointing authority shall be the Secretary General of the Permanent Court of Arbitration following a written request submitted by either Party. The Arbitrator's decision shall be binding on all Parties and there shall be no appeal.
- 13.3 Nothing in this Agreement shall be interpreted as a waiver of any privileges or immunities accorded to any Party hereto by its constituent documents or international law.

### **FINANCIAL PROVISIONS**

#### **Article 14 - ELIGIBLE COSTS**

- 14.1 To be considered eligible as direct costs under this Agreement, costs must:
  - be necessary for carrying out the Action, be provided for specifically in this Agreement and comply with the principles of sound financial management, in particular value for money and cost-effectiveness;
  - have been actually incurred during the Implementation Period of this Agreement as defined in Article 2 of the Special Conditions, whatever the time of actual disbursement by the Organisation, in particular:
    - (i) Costs relating to services and works properly provided shall relate to activities performed during the implementation period. Costs relating to supplies shall relate to delivery and installation of items during the implementation period. Consequently, cash transfers between the Organisation and its partners, signature of a contract, placing of an order, or entering into any commitment for future delivery of services, works or supplies undertaken before or after expiry of the implementation period do not meet this requirement.
    - (ii) Except for multi-donor actions, costs incurred should be paid before the submission of the final reports. They may be paid afterwards, provided they are listed in the final report together with the estimated date of payment.

- (iii) An exception is made for costs relating to final reports, including expenditure verification, audit and final evaluation of the Action, which may be incurred after the implementation period of the Action.
  - (iv) Procedures to award contracts, as referred to in Article 10, may have been initiated and contracts may be concluded by the Organisation and its partners before the start of the implementation period of the Action.
- be recorded in the Organisation's or Organisation's partners' accounts, be identifiable, backed by effective supporting evidence (originals, as the case may be in electronic form), and verifiable pursuant to the provisions of Article 16.4.

14.2 Subject to the above and without prejudice to Article 10.5, the following direct costs of the Organisation or its implementing partners may in particular be eligible:

- the cost of staff assigned to the Action, corresponding to actual salaries plus social security charges and other remuneration-related costs (including in the form of provisions made in accordance with the Organisation accounting rules in case of Joint Management Action). Identifiable personnel costs at headquarters level arising as a direct consequence of the Action may be included. Salaries and costs shall not exceed those normally borne by the Organisation or partners;
- travel and subsistence costs for staff taking part in the Action, provided they do not exceed those normally borne by the Organisation or partners;
- purchase costs for equipment (new or used) which are attributable to the Action;
- purchase costs for goods and services (transport, storage and distributing, rent of equipment, etc.) which are directly attributable to the Action;
- costs directly arising out of, or related to, accepting or distributing contributions in kind;
- costs of consumables and supplies directly attributable to the Action;
- expenditure on contracting directly attributable to the Action;
- the proportion of field office costs that corresponds to the amount of activity directly attributable to the Action or to the proportion of funding by the Contracting Authority;
- costs deriving directly from the requirements of this Agreement (dissemination of information, evaluation specific to the Action, specific reporting for the needs of the Contracting Authority, translation, reproduction, insurance, targeted training for those involved in the Action, etc.) including financial service costs (in particular bank fees for transfers).
- taxes, duties and charges, including VAT, actually paid and that the Organisation cannot reclaim (or, where applicable, its partners), unless otherwise provided in the Special Conditions.

14.3 The following costs shall not be considered eligible:

- debts and debts service charges;
- provisions for losses or potential future liabilities;
- interest owed by the Organisation to any third party;
- items already financed from other sources;
- purchases of land or buildings;
- currency exchange losses.

14.4 Indirect costs are eligible provided that they do not include costs assigned to another heading of the budget of this Agreement.

Indirect costs may be charged on the value of in-kind commodities delivered by the Contracting Authority, including their associated costs.

A fixed percentage of direct eligible costs, not exceeding 7 %, may be claimed as indirect costs by the Organisation to cover the administrative overheads incurred for the Action. Funding in respect of indirect costs does not need to be supported by accounting documents.

Subject to the above, for comparable Actions and Actions where there is more than one donor the amount claimed as indirect costs shall not, in percentage terms, be higher or lower than for other comparable contributions.

Where the rates applied in accordance with the Organisation's governing bodies' decisions exceed 7%, the Organisation may recover the balance as direct eligible costs, subject to the provisions governing direct eligible costs referred to in this Article 14 being fulfilled.

Indirect costs shall not be eligible where the Agreement concerns the financing of an action where the Organisation is already receiving an operating grant from the European Union during the period in question.

14.5 Any contingency reserve included in the Budget of the Action, to cover any adjustment necessary in the light of changed circumstances on the ground, may not exceed 5% of eligible costs and shall only be used with the prior written (by letter) authorisation of the Contracting Authority, upon a duly justified request from the Organisation through an exchange of letters.

14.6 Contributions in kind made by the Organisation or its partners may be considered neither as co-financing nor as eligible costs. The cost of staff assigned to the Action is not a contribution in kind and may be considered as co-financing in the Budget for the Action when paid by the Organisation or its partners.

#### **Article 15 - PAYMENTS**

15.1 Payment procedures are set out in Article 4 of the Special Conditions and follow one of the two options below:

Option 1: When the implementation period of the Agreement does not exceed 12 months or the contribution is less than EUR 100 000

The Contracting Authority will provide a pre-financing from 80% up to 95% of the sum referred to in Article 3(2) of the Special Conditions less contingencies within 30 days of receiving the Agreement signed by both Parties.

The Contracting Authority will pay the balance within 90 days of receiving a request for payment accompanied by a final report. Approval of the report will be done within 45 days and in accordance with Article 15.2. The Contracting Authority will pay the balance within 45 days of approving the final report.

Option 2: When the implementation period of the Agreement exceeds 12 months and the contribution is of EUR 100 000 or more

The Contracting Authority will provide a pre-financing from 80% to 95% of that part of the budget for the first 12 months of the Action which is being financed by it (excluding contingencies) within 30 days of receiving the Agreement signed by both Parties.

Each further instalment will consist of (1) an interim payment that will cover the remainder of the Contracting Authority's part of the budget for the previous period (including any approved contingencies) and (2) a pre-financing from 80% to 95% of that part of the budget for the subsequent 12-month period (or of the remaining period if shorter as regards the last instalment of pre-financing) which is financed by it (excluding contingencies), provided that at least 70% of the immediately preceding instalment (and 100% of previous instalments if any) has been subject to a legal commitment between the organization or its partner and a third party as proven by the relevant report.

The instalments and final payment will be made by the Contracting Authority within 90 days of receiving a request for payment accompanied by a progress or final report. Approval of any report will be done within 45 days and in accordance with Article 15.2. The Contracting Authority will then pay within 45 days of approving the progress or final report.

- 15.2 Any report will be deemed approved 45 days after receipt, accompanied by a request for payment conforming to the model attached as Annex V, if the Contracting Authority has not reacted.

If the Contracting Authority does not intend to approve a report, as submitted, it shall revert to the Organisation with a request explaining the reason and specifying the additional information it requires within the first 45-day period. The deadline for approving the report shall be suspended pending the receipt of the requested information. If the Contracting Authority deems that a payment request cannot be met, it shall revert to the Organisation with a request explaining the reason and specifying the additional information it requires within the second 45-day period. The payment period shall be suspended pending the registration of a properly formulated payment request.

Reports shall be presented in accordance with Article 2.

Approval of a report does not imply recognition of the regularity, authenticity, completeness and correctness of the declarations and information contained therein.

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- 15.3 On expiry of the payment period specified in Article 15.1, the Organisation, shall receive interest on late payment at the rate applied by the European Central Bank to its principal refinancing operations, as published in the C series of the Official Journal of the European Union on the first day of the month in which payment was due, increased by three and a half percentage points.

The interest shall be payable for the period elapsing from the day following expiry of the time limit for payment up to the day of payment. Any partial payment shall first cover the interest.

By way of exception, when the interest calculated in accordance with this provision is lower than or equal to EUR 200, it will be paid to the Organisation only upon demand submitted within two months of receiving late payment.

The interest shall not be treated as an income for the purposes of determining the final amount of European Union financing within the meaning of article 17. The suspension of payment by the Contracting Authority may not be considered as late payment.

- 15.4 The level of pre-financing referred to in Article 15.1 above shall be set at a level of between 80% and 95 % in 5% increments taking into account past record of the Organisation in particular as regards timely submission of the final report.
- 15.5 The Contracting Authority will make payments in Euro into the bank account referred to in the financial identification form in Annex IV. Where payment is to be made to a bank account which is already known to the Contracting Authority, the Organisation may provide a copy of the relevant financial identification form.
- 15.6 Where feasible, the funds paid by the Contracting Authority shall be maintained in Euro denominated bank accounts. They may be pooled together with contributions from other donors. They may be exchanged for other currencies in order to facilitate their disbursement.
- 15.7 Where according to the Special Conditions interest earned by the Organisation on funds received from the Contracting Authority is due, it shall be deducted from the payment of the balance, re-used for the Action or recovered by the Contracting Authority. In that case, interest shall be identified as such and reflected in reports to the Contracting Authority.

#### ***Article 16 - ACCOUNTS AND TECHNICAL AND FINANCIAL CHECKS***

- 16.1 The Organisation shall keep accurate and regular records and accounts of the implementation of the Action. Separate accounts or sub-accounts shall be kept for each Action, and shall detail all income generated by the Action, donor contributions and expenditure.

The accounting regulations and rules of the Organisation shall apply, provided that these regulations and rules conform to internationally accepted standards.

- 16.2 Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of the Organisation. A copy of the audited financial statements shall be submitted to the European Commission by the Organisation.

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- 16.3 The Organisation shall, until at least five years after the end date as specified in article 12.5:
- keep financial accounting documents concerning the activities financed by the contribution and,
  - make available to the competent bodies of the European Union, upon request, all relevant financial information, including statements of accounts concerning the Action, whether they are executed by the Organisation or by its implementing partners or contractors.
- 16.4 In conformity with its financial regulations, the European Union, including its Court of Auditors, may undertake, including on the spot, checks related to the Actions financed by the Contracting authority.
- 16.5 These provisions shall be applied in accordance with any specific agreement concluded in this respect by the Organisation and the European Union.

**Article 17 - FINAL AMOUNT OF FINANCING BY THE CONTRACTING AUTHORITY**

- 17.1 The total final amount to be paid by the Contracting Authority to the Organisation shall not exceed the maximum contribution established by Article 3(2) of the Special Conditions, even if the overall costs incurred exceed the estimated total budget set out in Annex III.
- 17.2 Where Article 3(2) of the Special Conditions sets out a maximum percentage of estimated total eligible cost to be financed by the Contracting Authority, and if the eligible costs at the end of the Action are less than the estimated total cost specified in Article 3(1) of the Special Conditions, the contribution of the Contracting Authority shall be limited to the amount resulting from multiplying the eligible costs by the percentage laid down in Article 3(2) of the Special Conditions.

Where the percentage set out in article 3(2) of the Special Conditions is likely to change in the course of implementation, the Organisation shall consult the Contracting Authority without delay so as to agree on appropriate measures, in accordance with Article 9.

- 17.3 The Organisation accepts that the contribution of the Contracting Authority shall be limited to the amount required to balance income generated by the Action, donor contributions and expenditure for the Action and that it may not in any circumstances result in a surplus for the Organisation.

In the event of a final surplus balance of total financing over expenditures at the financial closure of the Action, the Organisation shall specify in the final report the amount of the surplus balance in the holding currency used by the Organisation together with the estimated amount in Euro and where the exchange rate of the Organisation can be consulted. This surplus in the Organisation's accounts expressed in holding currency used by the Organisation shall be converted into Euro using the rate of exchange of the Organisation in force on the day when the Contracting Authority's internal recovery order is established, which amount is later reflected in the debit note sent to the Organisation. The resulting Euro equivalent shall then be refunded to the Contracting Authority. This provision shall not apply to the exchange rates used for reporting.

- 17.4 In cases where the Action is suspended or not completed within the Implementation Period of this Agreement, the funds that remain unexpended after all liabilities incurred in this period have been satisfied will be reimbursed to the Contracting Authority, including, where applicable, interest earned.
- 17.5 Where the Action is not carried out at all, or is not carried out properly, in full or on time and without prejudice to its right to terminate this Agreement pursuant to Article 12.2, the Contracting Authority may, after allowing the Organisation to submit its observations and without prejudice to Article 13, reduce the contribution pro rata the actual implementation of the Action on the terms laid down in this Agreement.

#### ***Article 18 - RECOVERY***

- 18.1 Where recovery is justified, the Organisation shall repay to the Contracting Authority within 45 days of the issuing of a letter (debit note) by which the Contracting Authority reclaims from the Organisation, any amounts paid in excess of the final amount due.
- 18.2 If the Organisation fails to repay by the due date, the sum due shall bear interest at the rate indicated in article 15.3. The interest shall be payable for the period elapsing from the day following expiry of the time limit for payment up to the day of payment. Any partial payment shall first cover the interest.
- 18.3 Amounts to be repaid to the Contracting Authority may be offset against amounts of any kind due to the Organisation, after informing it accordingly. The Organisation's prior consent is not required. This shall not affect the Parties' option to agree on payment in instalments.
- 18.4 Bank charges incurred from the repayment of amounts due to the Contracting Authority shall be borne entirely by the Organisation.

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# Annex III

## Budget for the Action

FED/2014/345-376



## Annex III - BUDGET OF THE ACTION FED/2014/345-376

### Project budget breakdown for 2014-2017 (36 Months)

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	Year 1	Year 2	Year 3	BUDGET IN EUROS
					(€)
OUTPUT 1: Sensitization And Advocacy Programs Elaborated And Implemented	Activity Result 1.1: Develop Sensitization and Advocacy Strategy to Create the Necessary Awareness for the Pilot Projects				
	Action 1.1.1. Develop a communication strategy (MRU)	50,000			50,000
	Action 1.1.2. Develop a communication strategy (Sahel)	20,000			20,000
	Activity 1.2: Implement sensitization & advocacy strategy in the communities				0
	Action 1.2.1 Implement the sensitization and awareness campaign based on communication strategy (MRU)	80,000	60,000	20,000	160,000
	Action 1.2.2 Implement the sensitization and awareness campaign based on communication strategy (Sahel region)	40,000	20,000	10,000	70,000
	Action 1.2.3 Develop Information Education and Communication materials to facilitate experience sharing, learning and scale up. (MRU)	40,000	40,000	20,000	100,000
	Action 1.2.4 Develop Information Education and Communication materials to facilitate experience sharing, learning and scale up. (Sahel region)	20,000	5,000	5,000	30,000
	Main costs, Services, ( Publications, research, Costs of conferences/seminars, Visibility actions)				0
MANO RIVER UNION PILOT PROJECTS	SUB TOTAL	170,000	100,000	40,000	310,000
SAHEL EMERGENCY/PILOT PROJECTS	SUB TOTAL	80,000	25,000	15,000	120,000
<b>SUBTOTAL OUTPUT 1:</b>		<b>250,000</b>	<b>125,000</b>	<b>55,000</b>	<b>430,000</b>
OUTPUT 2: Capacity of Relevant Stakeholders- Armed & security forces, National Commissions and CSOs of the selected countries in the Mano River Union (MRU) and Sahel regions enhanced	Activity Result 2.1: Enhance operational capacities of Armed & Security Forces as well as National Commissions in pilot project areas.				0
	Action 2.1.1. Provide specific training to NATCOMS, Armed and Security Agencies in respective clusters (MRU)	80,000	40,000	30,000	150,000
	Action 2.1.2. Provide specific training to NATCOMS, Armed and Security Agencies in (Sahel region).	40,000	20,000	10,000	70,000
	Activity 2.2: Train and build capacity for Civil Society Organizations (CSOs)				0
	Action 2.2.1. Provide specific training to CSO's and non-state actors respective clusters (MRU)	60,000	20,000	20,000	100,000
	Action 2.2.2. Provide specific training to CSO's and non-state actors in (Sahel region).	30,000	10,000	10,000	50,000
	Action 2.2.5. Provide equipment/operational support to NATCOMS for monitoring implementation of Pilot projects and coordination in the selected communities	100,000	60,000	20,000	180,000
Action 2.2.6. Provide operational support to NATCOMS for monitoring implementation of Pilot /emergency projects and coordination in Niger and Mali respectively.	50,000	30,000	10,000	90,000	

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INTENDED OUTPUTS	INDICATIVE ACTIVITIES	Year 1	Year 2	Year 3	BUDGET IN EUROS
					(€)
	Main costs, Services,( research, Costs of conferences/seminars, Visibility actions)				0
MANO RIVER UNION PILOT PROJECTS	SUB TOTAL	240,000	120,000	70,000	430,000
SAHEL EMERGENCY/PILOT PROJECTS	SUB TOTAL	120,000	60,000	30,000	210,000
<b>SUBTOTAL OUTPUT 2:</b>		<b>360,000</b>	<b>180,000</b>	<b>100,000</b>	<b>640,000</b>
OUTPUT 3: Weapons collection, record keeping and destruction of SALW conducted	Activity Result 3.1:				0
	Provide Weapons Collection Facilities in targeted communities				0
	Action 3.1.1 Conduct needs assessment exercise to Identify appropriate weapons collection and provide relevant equipment (containers) as the storage centres. (MRU)	80,000	20,000		100,000
	Action 3.1.2 Conduct needs assessment exercise to Identify appropriate weapons collection and provide relevant equipment (containers) as the storage centres. (Sahel)	40,000	10,000		50,000
	Activity 3.2 Collect, Register and Store all Recovered Weapons in the Facility				0
	Action 3.2.1 Establish stockpile management capacity at community through recordkeeping of recovered weapons (MRU)	80,000	20,000		100,000
	Action 3.2.2 Establish stockpile management capacity at community through recordkeeping of recovered weapons (Sahel region).	40,000	10,000		50,000
	Activity 3.3 Conduct and Physically Destroy Weapons Recovered in the Communities (MRU)				0
	Action 3.3.1. Provide equipment/operational support to NATCOMS for destruction of recovered weapons	80,000	20,000		100,000
	Action 3.3.2. Provide equipment/operational support to NATCOMS for destruction of recovered weapons.	40,000	10,000		50,000
	Equipment and supplies, (Local/International travel, Purchase or rent of vehicles, Furniture, computer equipment, Machines, tools)				0
MANO RIVER UNION PILOT PROJECTS	SUB TOTAL	240,000	60,000	0	300,000
SAHEL EMERGENCY/PILOT PROJECTS	SUB TOTAL	120,000	30,000	0	150,000
<b>SUBTOTAL OUTPUT 3:</b>	<b>SUB TOTAL</b>	<b>360,000</b>	<b>90,000</b>	<b>0</b>	<b>450,000</b>
Output 4: Implementation of community – based micro projects in exchange for arms collection conducted and key projects provided.	Action 4.1.1 Support the identification of needs and development of community action plans for projects (MRU).	60,620			60,620
	Action 4.1.2 Support the identification of needs and development of community action plans for projects (Sahel region).	30,400			30,400
	Action 4.1.3 Provide funding for identified pilot community development projects (MRU)	500,000	100,000	50,000	650,000
	Action 4.1.4 Provide funding for identified Pilot and Emergency community development projects in Mali and Pilot projects in Niger (Sahel region)	150,000	30,000	20,000	200,000
	Equipment and supplies, (Purchase or rent of vehicles, Furniture, computer equipment Consumables - office supplies				0
MANO RIVER UNION PILOT PROJECTS	SUB TOTAL	560,620	100,000	50,000	710,620

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	Year 1	Year 2	Year 3	BUDGET IN EUROS
					(€)
SAHEL EMERGENCY/PILOT PROJECTS	SUB TOTAL	160,430	30,000	20,000	230,400
<b>SUBTOTAL PILOT PROJECTS</b>		<b>741,020</b>	<b>130,000</b>	<b>70,000</b>	<b>941,020</b>
Project Coordination	Action 5.1.1. Organize project inception meetings, steering committee and annual review meetings.	40,000.00	28,425.00	28,425.00	96,850
	Action 5.1.2. Undertake joint monitoring missions	18,950.00	18,950.00	18,950.00	56,850
	Action 5.1.3. Develop and implement communication strategy for the project to enhance visibility	30,000.00	21,063.00	21,595.64	72,658.64
	Action 5.1.4. Set up project offices and procure equipment	119,098.00	40,393.50	2,299.71	161,791.21
	Action 5.1.4. Conduct project Evaluation and Audit			20,854.83	20,854.83
<b>Sub total</b>	<b>Travel, Equipment and supplies, (Local/International travel, Purchase or rent of vehicles, Furniture, computer equipment Consumables - office supplies) Machines, tools</b>	<b>208,048.00</b>	<b>108,831.50</b>	<b>92,125.18</b>	<b>409,004.68</b>
<b>TOTAL OPERATIONAL COST</b>	<b>OPERATIONAL</b>	<b>1,919,068.00</b>	<b>633,831.50</b>	<b>317,125.18</b>	<b>2,870,024.68</b>
Project Staff Costs		12 Months	12 Months	12 Months	36 Months
	Project management team Cluster project officer Niger (NOB)	41,597.80	41,597.80	41,597.80	124,793.40
	Project management team Cluster project officer Mali (NOB)	35,915.16	35,915.16	35,915.16	107,745.48
Project implementation team Staff Costs (36 Months)	Project management team Cluster Project Officer Cote D'ivoire (NOB)	59,873.74	59,873.74	59,873.74	179,621.22
	Project management team Cluster Project Officer - Guinea (NOB)	28,231.76	28,231.76	28,231.76	84,695.28
	Project management team Cluster Project Officer - Sierra Leone (NOB)	23,223.82	23,223.82	23,223.82	69,671.46
	Project management team Project Driver Nigeria (G2)	29,692.29	29,692.29	29,692.29	89,076.87
	Project management team Programme Administrative/Finance Assistant (Nigeria)-G6	61,209.54	61,209.54	61,209.54	183,628.62
	Cluster coordinator - MRU Project management team Cluster Project Officer Liberia (P3)	186,397.29	186,397.29	186,397.29	559,191.87
	Team lead - Project/Partnerships Management Team (Nigeria) - (P5)	226,790.59	226,790.59	226,790.59	680,371.77
<b>Total Staff Costs</b>	<b>Salaries ( gross salaries including social sec</b>	<b>692,931.99</b>	<b>692,931.99</b>	<b>692,931.99</b>	<b>2,078,795.97</b>
<b>TOTAL DIRECT COSTS (Operational</b>	<b>Operational + Staff costs</b>	<b>2,611,999.99</b>	<b>1,326,763.49</b>	<b>1,010,057.17</b>	<b>4,948,820.65</b>
A) Specific commitments - Provision for contingency reserve (maximum 5% of direct costs of the action)	Contingency reserve	82,480.34	82,480.34	82,480.34	247,441.03
B) Specific commitments - Overhead costs (Administrative costs, maximum 7% direct eligible costs of the action)	Administrative costs	363,738.32			363,738.32
<b>GRAND TOTAL</b>		<b>3,058,218.65</b>	<b>1,409,243.83</b>	<b>1,092,537.51</b>	<b>5,560,000.00</b>

# Annex IV

## Financial Identification Form

FED/2014/345-376

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# FINANCIAL IDENTIFICATION

PRIVACY STATEMENT

<http://ec.europa.eu/budget/execution/finiers/> / / / / /

## ACCOUNT NAME

ACCOUNT NAME(1)

ADDRESS

TOWN/CITY  POSTCODE

COUNTRY

CONTACT

TELEPHONE  FAX

E - MAIL

## BANK

BANK NAME

BRANCH ADDRESS

TOWN/CITY  POSTCODE

COUNTRY

ACCOUNT NUMBER

IBAN(2)

REMARKS:

**BANK STAMP + SIGNATURE OF BANK REPRESENTATIVE**  
(Both Obligatory)(3)

Antoinette D'YVE  
Relationship Manager  
Institutionals

**ING Belgium SA/NV**  
avenue Marnixlaan, 24  
1000 BRUSSELS  
Phone 02/547.21.11

**DATE + SIGNATURE ACCOUNT HOLDER:**  
(Obligatory)

DATE



- (1) The name or title under which the account has been opened and not the name of the authorized agent
- (2) If the IBAN Code (International Bank account number) is applied in the country where your bank is situated
- (3) It is preferable to attach a copy of recent bank statement, in which event the stamp of the bank and the signature of the bank's representative are not required. The signature of the account-holder is obligatory in all cases.

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# Annex V

## Standard Request for Payment

FED/2014/345-376

## ANNEX V

### Request for payment for contribution agreement with an international organisation

Date of the request for payment <.....>

For the attention of  
<Address of the Contracting Authority>  
<Financial unit indicated in the Agreement><sup>1</sup>

Reference number of the Agreement: ...

Title of the Agreement: ...

Name and address of the Organisation: ...

Request for payment number: ...

Period covered by the request for payment: ...

Dear Sir/Madam,

I hereby request payment of prefinancing/interim payment/balance<sup>2</sup> under the Agreement mentioned above.

The amount requested is [as indicated in Article 4(2) of the Special Conditions of the Agreement/the following: ...]<sup>3</sup>

Please find attached the following supporting documents:

- narrative and financial progress report (for prefinancing / interim payments )
- final narrative and financial report (for payment of the balance)<sup>4</sup>

The payment should be made to the following bank account: ...<sup>5</sup>

Please when making the payment indicate the following communication: ...

I hereby certify on honour that the information contained in this request for payment is full, reliable and true, that the costs incurred can be considered eligible in accordance with the Agreement and that this request for payment is substantiated by adequate supporting documents that can be checked.

Yours faithfully,

<signature>

<sup>1</sup> If applicable, please do not forget to address a copy of this letter to the European Union Delegation mentioned in Article 5 of the Special Conditions of the Agreement.

<sup>2</sup> Delete the options which do not apply.

<sup>3</sup> Delete the option which does not apply.

<sup>4</sup> Delete the items which do not apply.

<sup>5</sup> Indicate the account number shown on the identification form annexed to the Agreement. In the event of change of bank account, please complete and attach a new identification form as per model.

N.B.: Instalments of prefinancing, Interim payments and final payments are subject to the approval of the corresponding report (see Article 15(1) of the General Conditions of Agreement)

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