MAPPING OF CIVIL SOCIETY ORGANIZATIONS IN PEACE & SECURITY IN WEST AFRICA
Draft Report

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<td>APF</td>
<td>African Peace Facility</td>
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<td>APSA</td>
<td>African Peace and Security Architecture</td>
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<td>AU</td>
<td>African Union</td>
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<td>CC</td>
<td>Civilian Component</td>
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<td>CSOs</td>
<td>Civil Society Organizations</td>
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<td>EC</td>
<td>European Commission</td>
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<td>ECOWAS</td>
<td>Economic Community of West African States</td>
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<td>EU-ECOWAS-PSS</td>
<td>European Union Support to ECOWAS Regional Peace,</td>
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<td>Security &amp; Stability</td>
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<td>ECPF</td>
<td>ECOWAS Conflict Prevention Framework</td>
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<td>European Development Framework</td>
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<td>EERT</td>
<td>ECOWAS Emergency Response Team</td>
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<td>ECOWAS Standby Force</td>
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<td>IDRC</td>
<td>International Development Research Centre</td>
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<td>IcSP</td>
<td>Instrument contributing to Stability and Peace</td>
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<td>MARWOPNET</td>
<td>Mano River Union Women’s Peace Network</td>
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<td>MoU</td>
<td>Memorandum of Understanding</td>
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<td>ODA</td>
<td>Official Development Assistance</td>
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<td>OSIWA</td>
<td>Open Society Initiative for West Africa</td>
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<td>PAPS</td>
<td>Political Affairs Peace and Security</td>
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<td>PSOs</td>
<td>Peace Support Operations</td>
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<td>RECs</td>
<td>Regional Economic Communities</td>
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<td>UN</td>
<td>United Nations</td>
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<td>UNHCR</td>
<td>United Nations High Commission for Refugee</td>
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<td>WANEP</td>
<td>West Africa Network for Peacebuilding</td>
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<tr>
<td>WANSA</td>
<td>West Africa Network for Small Arms</td>
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<td>WIPSEN</td>
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EXECUTIVE SUMMARY

Civil Society Organizations (CSOs) play a crucial role in the promotion and maintenance of peace and security in West Africa. The critical role of CSOs in this area is fully recognised and appreciated by the Economic Community of West African States (ECOWAS). As a result, the ECOWAS Commission has partnered and collaborated with CSOs within national boundaries and at regional level to implement projects and activities. The complementarity of the actions and contributions of CSOs to the work of ECOWAS is critical in effectively addressing the structural and proximate factors of instability and developing a pro-active approach to conflict prevention. To expand and deepen this collaboration and partnership in the promotion of peace and security, ECOWAS needs at its disposal a comprehensive database of competent and active peace and security CSOs in West Africa.

The mapping exercise was largely a desk-bound research with very limited field visits to only Nigeria and Ghana. As a result, the mapping exercise did not aim to provide a detailed country-by-country assessment of CSOs in the 15-member states of ECOWAS. It does however present a baseline of CSOs operating at national or regional level across West Africa. The goal of this mapping exercise is to create a first-of-its-kind web-based database of CSOs specifically active in the field of peace and security in West Africa. In defining the contours of peace and security, the thematic areas outlined in the ECOWAS conflict Prevention Mechanism (ECPF) were used.

The first step to creating the web-based database was to identify the characteristics of the various types of CSOs engaging in peace and security. Given the vast number of CSOs in this field, a random sample of 320 CSOs were identified. However, only 60 CSOs participated in the exercise, responding to questions regarding their organisational development and operational capacity.

According to the findings, the majority of CSOs responding to the questionnaire are typically more active in the awareness-raising and service provision. There are less CSOs active in areas that require greater expertise and specialisation such as conflict resolution, management and peacemaking.

Almost 95% of the respondent CSOs reported that they are legally registered, have a board, a strategic plan and over five (5) permanent staff. However, the number of CSOs with audited financial report was below 50%. The research did not have enough time to delve into the factors behind this low number. Many of the CSOs in this exercise were relatively young. About 70% of them were established at the dawn of the new millennium. Less than 25% of CSOs were created in the 1990s, while about 5% were

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1 Benin, Burkina Faso, Cape Verde, Côte d’Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo.
2 CSOs selections were made from Anglophone, Francophone and Lusophone countries.
established in 1980s. This goes to underscore the short longevity of CSOs in West Africa. In terms of operational capacity, most of the CSOs are operating under low budget. This could probably explain the short life-span of CSOs in West Africa.

Furthermore, less than 40% of CSOs have a website, while the few available websites have not been updated for more than a year. In looking at the geographic coverage, the mapping exercise differentiates between the number of CSOs working at regional level in West Africa, in more than one countries and those whose mandate is restricted within one particular national jurisdiction. It emerged that over 50% of the responding CSOs worked at national level, while fewer than 20% of community-based CSOs were being engaged.

The areas of high participation of CSOs include peace education, women, peace and security, human rights and rule of law. The second highest area of concentration include early warning, democracy and politics as well as youth empowerment. It was interesting to note that almost no CSOs was working on cybercrime, counter-terrorism and money laundering. It was noted that over 75% of CSOs had partnered or collaborated with governmental bodies at national levels. This is an interesting finding, which shows that local authorities are increasingly open to working with CSOs.

To ensure the integrity and viability of this project of maintaining database of CSOs, the following recommendations were made:

i. The ECOWAS Commission should assign a member of its staff, preferably from the Community Communication Centre (CCC) unit to serve as a system administrator giving timely response to those facing technical issues and to manage the database. The details of the system administrator should be made available for CSOs to contact and respond to queries. In the absence of a dedicated team of staff to manage the database, the project will sink into oblivion.

ii. The task of inputting data on the database system should be shared with interested CSOs while staff at the ECOWAS Commission provides technical support where the need arises. The sharing of this responsibility will reduce the workload on ECOWAS Commission’s personnel in managing the database.

iii. An easy-to-follow instruction notes on how to register should be clearly visible on the homepage of the website to help CSOs to self-register.

iv. The ECOWAS Commission should also seek the periodic advice of outside experts and consultants on the maintenance and further development of the database system.
v. The ECOWAS Commission should ensure the integrity and viability of the database to ensure it becomes the go-to resources for finding CSOs active in peace and security in West Africa.

vi. The ECOWAS Commission together with its development partners should provide technical and material supports to enable CSOs engaged in dealing with the emerging threats including radicalisation, terrorism, maritime security, cybercrimes and mass illegal migrations.

vii. The ECOWAS Commission should encourage member states to develop a web-based database of CSOs at national level that can be queried in search of on-the-ground actors and potential partners.

viii. The ECOWAS Commission should establish a CSO Unit or Cell within PAPS in charge of the coordination of CSO’s partner relationships and interventions in the field of peace and security in the region. The CSO unit/Cell should have the responsibilities of ensuring the effective collaboration with CSOs actors in ECOWAS peace and security projects/interventions. This unit/cell will also be responsible for updating the CSOs database in the region.”
1. INTRODUCTION

The partnership between Civil Society Organisations (CSOs) in West Africa and Inter-Governmental Organisations (IGOs) including the United Nations (UN), the African Union (AU) and the Economic Community of West African States (ECOWAS) had grown remarkably over the years. This is a testament to the increasing and vital roles of CSOs in helping to shape national and regional agendas relating to economic development, human rights promotion, democracy, early warning, conflict prevention, post-conflict decision-making and post-conflict reconstruction among others.

ECOWAS is cognisant of the vital role CSOs play in the region as critical partners for the promotion and protection of human rights, sustainable development and regional development, peace and security, etc. This recognition is enshrined in Article 81 of the 1993 Revised ECOWAS Treaty, calling for cooperation with CSOs and citizen participation. In practical terms, ECOWAS have worked with several regional and national CSOs for years to develop its peace and security architecture including the ECOWAS Conflict Prevention Framework (ECPF). These organizations have produced pools of capacities in various thematic areas. Some of the key organizations include the Centre for Democracy and Development (CDD), the West Africa Network for Peacebuilding (WANEP), the West Africa Civil Society Institute (WASCI), the West Africa Civil Society Forum (WACSOF), the West Africa Network for Small Arms (WANSA), the Mano River Union Women’s Peace Network (MARWOPNET), and the Women in Peace and Security Network (WIPSEN) to name just a few. One of the founding members of WIPSEN, Leymah Gbowee went on to win the Nobel Peace Prize, a further testimony of the work of CSOs in West Africa.

Despite the many years of collaboration and partnership between ECOWAS and CSOs, the regional body does not have an active central database of the vast number of CSOs working in the peace and security sector at community, national and regional level. The mapping of peace and security CSOs in West Africa is to address this deficit on the part of ECOWAS.

A. Project Background

The mapping of CSOs active in the peace and security sector is part of the European Union Support to ECOWAS Regional Peace, Security and Stability Mandate (EU-ECOWAS PSS) project, which strives to build the capacity of the ECOWAS Commission in addressing the peace, security and stability challenges in West Africa. At the ECOWAS Commission level, institutional capacity is a considerable challenge, which to a large extent is due to a chronic understaffing. This has given rise to a more ad-hoc
way of solving problems and finding solutions to institutional weaknesses and capacity deficits, rather than developing strategic approaches. These weaknesses were highlighted during the institutional capacity analysis and needs assessment conducted under the EU-ECOWAS PSS project. The consequences of these institutional shortcomings are the deployment of limited/ineffective instruments, under-utilisation of existing human capacities, piecemeal short-term interventions, late responses to crises and lack of monitoring and follow-up measures.

The EU-ECOWAS PSS project is an intervention under the 2nd Focal Sector “Consolidation of Good Governance and Regional Stability” of the 10th EDF EC-West Africa Regional Indicative Program (RIP), and aims to contribute to building and maintaining peace, security and stability in West Africa to ensure a conducive environment for development. 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 EU-ECOWAS PSS recognises the role of CSOs in conflict prevention, as ECOWAS and governments in the region seek integrative approaches to address insecurity and instability. ECOWAS has, in policy and practice, demonstrated its understanding of the value of civil society in this domain. Thus, ECOWAS intends to promote effective participation of CSOs and improve synergy in the area of peace and security in the region.

The project EU-ECOWAS PSS will also complement other initiatives under both the RIP, National Indicative Programs (NIPs) in West Africa (EDF) and other EU instruments. The Instrument contributing to Stability and Peace (IcSP) has three specific objectives in a situation of crisis or emerging crisis:

(i) to contribute swiftly to stability by providing an effective response designed to help preserve, establish or re-establish the conditions essential to the proper implementation of the EU’s external policies and actions;

(ii) to contribute to the prevention of conflicts and to ensuring capacity and preparedness to address pre- and post-crisis situations and build peace; and

(iii) to address specific global and trans-regional threats to peace, international security and stability.

Furthermore, the EU ECOWAS PSS project will contribute to the operationalization of the African Peace & Security Architecture (APSA) and will be closely coordinated with the African Peace Facility (APF) funded “APSA Support Program”, by enhancing the capacity of the Regional Economic Communities (REGs) and Regional Mechanisms
(RMs), for a timely and adequate response to security threats. The APF covers conflict prevention and post-conflict stabilization and accelerates decision-making and coordination processes, in line with the priorities of the Partnership on Peace and Security of the Joint Africa-EU Strategy. In this regard, the project will also be coherent with the European Strategy for Security and Development in the Sahel, and with the European Commission (EC) communication (2011) “Increasing the impact of EU Development Policy: an Agenda for Change”, to mutually reinforce the EU objectives in the fields of development policy, peace-building, conflict prevention and international security.

B. Purpose and Scope of the Mapping

The purpose of this assignment is to conduct a mapping of CSOs in West Africa working to prevent conflict and promote peace and stability. The mapping exercise will result in the creation of a West African Civil Society Organizations Database (WACSODA)5 that would be at the disposal of ECOWAS to identify and work with CSOs at national and regional levels. This will allow for better engagement between ECOWAS and CSOs in the different areas of peace building and peacemaking in every member state as well as at regional level. The database will also save ECOWAS time and efforts in the search of CSOs partners at local and regional level each time the Commission seeks to intervene, resolve a conflict or promote dialogue.

The scope of the mapping exercise is to provide an assessment on the trend of CSOs engagement in the peace and security sector as well as to identify organisations at national and regional levels with relatively significant capacity, expertise and reach to deliver. Given the multiplicity, diversity and variety of CSOs in the region, the CSOs identified in the process could serve as intermediary or conduit for ECOWAS to reach other organisations at national and community levels.

2. METHODOLOGICAL APPROACH

The CSOs mapping exercise adopted a set of research tools for gathering of information and data, namely literature review, structured questionnaires, field visits, face-to-face interviews and telephone interviews. The approach was participatory, engaging with key stakeholders at the level of ECOWAS and CSOs representatives across West Africa to have their views and perspectives on the process and outcome of the mapping exercise as well as the nature, structure, operation and sustainability of the database of CSOs.

5 This is a temporary name the mapping Consultant is proposing.
A. Conceptual Framework

Mapping CSOs active specifically in the field of peace and security brings along its conceptual challenges. The field of peace and security can be broad, and touching one compassing wide-ranging thematic areas. Thus, for this mapping exercise, a conceptual framework was developed to delimitate the thematic areas relating to peace and security. Given that the mapping exercise is not meant to conduct an extensive field research in every member state to assess the CSOs context and dynamics, a straightforward methodological approach was adopted.

To define the concept of peace and security, the mapping exercise examined two broad paradigmatic frameworks, namely: the emerging Sustaining Peace and the ECPF. The Sustaining Peace framework covers broad areas, which include Political Processes, Safety and Security, Rule of Law and Human Rights, Social Services, Core Government Functions, and Economic Revitalization and Livelihoods. This goes to underscores that almost every sector matters when it comes to peace and security. It was decided to adapt the ECPF, which covers 15 thematic areas as the framework to demarcate the confines of the meaning of peace and security.

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<th>No.</th>
<th>COMPONENTS OF ECOWAS CONFLICT PREVENTION FRAMEWORK (ECPF)</th>
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<tr>
<td>1.</td>
<td>Early Warning;</td>
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<td>2.</td>
<td>Preventive Diplomacy;</td>
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<td>3.</td>
<td>Democracy and Political Governance;</td>
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<td>4.</td>
<td>Human Rights and the Rule of Law;</td>
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<td>5.</td>
<td>Media;</td>
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<td>6.</td>
<td>Natural Resource Governance;</td>
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<td>7.</td>
<td>Cross-Border Initiatives;</td>
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<td>8.</td>
<td>Security Governance;</td>
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<td>9.</td>
<td>Practical Disarmament;</td>
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<td>10.</td>
<td>Women, Peace and Security;</td>
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<td>11.</td>
<td>Youth Empowerment;</td>
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<td>12.</td>
<td>ECOWAS Standby Force;</td>
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<td>13.</td>
<td>Humanitarian Assistance;</td>
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<td>14.</td>
<td>Peace Education (The Culture of Peace);</td>
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The thematic areas of xii) ECOWAS Standby Force and (xv) Enabling Mechanisms were considered irrelevant. In addition to the 13 thematic areas, it was agreed to include
emerging and new security threats such as: Terrorism; Maritime Security, Money Laundering, Human & Drug Trafficking, and Cyber Crimes.

**B. Data Collection**

The data collection exercise started with a review of a set of documentations from ECOWAS and online literature relating to similar CSOs mapping exercise within and outside West Africa. This led to the design and development of a structured questionnaire for the field visit and distribution via email to the rest of the organisations given the field visit was limited to only Ghana and Nigeria. The questionnaire was meant to generate an organizational profile of CSOs participating in the mapping exercise for the creation of the web-based database.

The first field visit was at the headquarters of the ECOWAS Commission in Abuja, Nigeria to define and agree on the parameters of the mapping exercise as well as to have access to existing set of CSOs database within the Commission. An orientation meeting was held at the department of Political Affairs, Peace and Security (PAPS). Present at the meeting were representatives of the three directorates of PAPS and as well as representatives from the ECOWAS Emergency and Response Team (EERT), the Mediation Unit, the Small Arms unit, and Community Communication Centre (CCC). The meeting helped to further develop the research questions and refine the questionnaire.

The consultants couldn’t meet CSOs representatives in Abuja, namely the West Africa Civil Society Forum (WACSO) and the Centre for Democracy and Development (CDD), but spoke extensively with the representatives of both CSOs on the phone.

The second field visit was in Ghana where a consultation was held with the West African Network for Peacebuilding (WANEP) at its regional office in Accra. The WANEP also helped to refine the questionnaire and agreed on the approach of data entry of the details of CSOs into the database. Visits were planned to WACSI, the Foundation for Security and Development in Africa (FOSDA), and West Africa Network on Small Arms (WANSA). However, they were not available at the time of the field trip in Accra. The mapping consultants had extensive email contacts with both WACSI and FOSDA.

After the field visits, emails were sent to over 320 CSOs in the 15 member states to fill out the questionnaire. The email messages were followed up with phone calls in most cases to urge those identified to meet with the deadlines.

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6 The 15 member states of ECOWAS are the following: Benin, Burkina Faso, Cape Verde, Côte d’Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, and Togo.
A questionnaire was also developed for structures, within and outside of ECOWAS, which have existing database. These structures included the ECOWAS Emergency Response Team (EERT), the ECOWAS Early Warning Directorate (EWD), WANEP, WASCI, the Open Society Institute for West Africa (OSIWA), and WACSOF. A set of CSOs database were received from WANEP, WASCI, and WACSOF. These database, were more of a directory, thus did not hold specific information crucial to this exercise. However, the contact details of CSOs were used to send out questionnaires.

The administration of questionnaire was strictly meant for West African CSOs and not for international organisations with local presence. The purpose of the questionnaire was to elicit some information regarding the operational capacity and organisational development of the CSOs in the database.

C. Limitations

The data collection phase experienced a set of challenges, especially regarding the active participation of CSOs across the region. It emerged during the field visits and data collection phase that it would be practically impossible to identify and enter the details of all CSOs active in peace and security across West Africa within a month as stipulated in the TOR.

During consultations, it was proposed that the mapping exercise would identify a limited number of CSOs, approximately 10 per country in the 15-member states to populate the database. When the database is up and running, CSOs would be allowed to go online and register on their own accord. There will be explanatory notes online about how to register and the purpose and goal of this web-based database of CSOs. This approach will place less burden on the already overstretched personnel of ECOWAS. Moreover, this approach is being used by UN, OSIWA and various actors to manage their database of CSOs partners.

Alternatively, ECOWAS could designate an individual on a full-time basis to help register new CSOs as well as manage the database to keep it relevant and up-to-date.

Getting response from CSOs was time-consuming. About 391 emails were sent out, about 70 messages bounced and only 60 responded with a completed questionnaire. It took over a month to get these responses as the initial week-long deadline had to be extended several times. In many cases, the responses had to be elicited through several phone calls given that personnel were often hard to reach due to travels and other commitments.

In addition to the phone calls, the consultant had to conduct extensive search on the websites of CSOs to collect data to complement information for incomplete questionnaires. It turned out that over 75% of CSOs in the database provided did not
have functioning websites. The few CSOs that have website tend to have dated information or the needed information is unavailable.

3. OVERVIEW OF CSOs IN WEST AFRICA

This section presents an overview of the trend of CSOs’ engagement in peace and security in relations to the evolving nature of threats to peace and security in West Africa from the traditional ones of military takeovers and civil wars to new and emerging ones such as terrorism, piracy, and cybercrimes. CSOs have become actively engaged in the discourse and practice of sustainable development, peace and security. To appreciate the role of CSOs in the promotion of peace and security, this section takes a broad look at the CSOs landscape in West Africa, their strengths and successes as well as the challenges they are facing.

Before delving into CSOs landscape in West Africa, it is imperative to discuss the term civil society and its application in West Africa. Broadly speaking, civil society is the multitude of non-governmental and non-market based associations around which society voluntarily organizes itself, representing a wide range of interests and ties. CIVICUS defines “civil society as the arena outside of the family, state and market that is created by individual and collective actions, organizations and institutions, to develop their common interests”. Thus, CSOs are the actors representing the interests of the society at large. This definition resonates with that of the Organisation for Economic Co-operation and Development (OECD), which states that “CSOs can be defined to include all non-market and non-state organizations outside of the family in which people organize themselves to pursue shared interests in the public domain” (OECD, 2009).

In addition, the World Bank (WB) uses the term CSOs to refer to the wide array of non-governmental and not-for-profit organizations that have a presence in public life and express the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. This definition of civil society is much broader to include political organisations. However, the term CSOs covers many different types of groups than the term ‘non-governmental organization’ (NGO) might suggest (Anheier and Themudo, 2002). According to Bond (1997), “sometimes [NGOs] have been treated as synonymous [with CSOs], and the funding of development NGOs has been rephrased as support for civil society. However, development NGOs form only one group of organizations within civil society.” There are community-based organizations and village associations, environmental groups, women’s rights groups, farmers’ associations, faith-based organizations, labour unions, cooperatives, professional associations, chambers of commerce, independent research institutes and the not-for-profit media.
The qualifying element for CSOs is that they should be not-for-profit and not working for government. It is argued that CSOs have been playing two significant roles in development, as change agents and as donors of aid, channels for aid and recipients of aid. As change agents and development actors CSOs are fundamental to the vibrancy of democratic rule and good governance (Open Forum, 2010a).

In short, CSOs are voluntary organizations with governance and direction coming from citizens or constituency members, without significant government-controlled participation or representation. They vary in structure, governance, formality, and in the scale and scope of their operations and revenue. Their distinct characteristics as development actors and agent of change include voluntarism, non-partisanship, and autonomy, seeking to work and collaborate for change (Open Forum, 2010a).

In West Africa like in other places, other kind of organizations have been included in the term CSOs. These are some entities in private sector, occupational organizations and those of political party affiliation. There are also NGOs led entirely by family members, blurring the lines between civil society and the family. Equally, there are CSOs that are created by individuals doing the bidding of the government in a bid to muddy the water between civil society and the state. Thus, the dynamics between civil society, government, market and the family in West Africa can be flexible and fluid.

The flexibility and fluidity should be taken into consideration by ECOWAS in its decision to partner with CSOs. In this mapping exercise, the assessment of CSOs did not take the flexible and fluid characteristics into consideration given its politically-sensitive nature. Consequently, it is not pivotal to have a definitive definition of civil society, but rather to understand its complexity, the roles and characteristics of its elements, as well as identify the alliances necessary for optimizing its influence on policy and development processes.

A. CSOs in Peace and Security in West Africa

The CSOs landscape has evolved remarkably from an environment dominated largely by amateur and part-time volunteers and activists to one increasingly attracting more full-time professionals working for organisations with the required governance structure and institutional infrastructure. The growing strengths and successes of CSOs in promoting peace and security in West Africa is a firm testimony to the increasing professionalisation of the civil society sector.

The active involvement of CSOs in peace and security in West Africa started in the 1980s following the end of Cold War and beginning of the wind of democratic change.

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7 The study uses a definition of CSOs put forward by the 2007–2008 Advisory Group on CSOs and Aid Effectiveness and now adopted by the OECD DAC.
Their active involvement was motivated by the desire to push for the introduction of multi-party democracy, which was successful in Benin, the first country in Francophone West Africa to lead the change. The introduction of multiparty democracy brought with it many challenges including tribal and ethnic politics that threatened state stability.

The late 1980s and early 1990s saw the outbreak of civil wars in Liberia and Sierra Leone that would change forever the peace and security norms and mechanisms of ECOWAS. Before the outbreak of the civil war in Liberia and Sierra Leone, there were other low-intensity conflicts in West Africa including the insurgency in the Casamance region in the south of Senegal and rebellions by the Tuareg in the north of Mali. However, the significance of the civil war in Liberia and Sierra Leone was the first time ECOWAS took the decision to undertake military interventions to resolve an internal crisis in a member state.

Efforts to resolve the security crises in Liberia and Sierra Leone that were threatening regional peace and stability brought about the active engagement between CSOs and the ECOWAS Commission (which was by then known as the ECOWAS Secretariat). It was at this period that gave birth to professional CSOs such as WANEP, and MARWOPNET whose primary goal was to promote peace and security. Furthermore, CSOs were instrumental in the process leading to the Revised Treaty of ECOWAS including peace and security as part of its core mandate and the development of the Protocol Relating to the Mechanism. The successful collaboration between ECOWAS and CSOs in resolving the civil wars in Liberia and Sierra Leone and development of the Revised Treaty and Protocol Relating to the Mechanism strengthened the partnership.

ECOWAS then began to tap into the pool of professional human resources with the CSOs sector to help develop its peace and security architecture. CSOs actors were engaged in the development of the Supplementary Protocol on Democracy and Good Governance. They also took over the entire process of developing the ECPF. Given the growing important role of CSOs, the ECOWAS Commission worked together with CSOs actors to establish WACSO to serve as an interface between the regional organisation and the broader civil society members in the area of peace and security, human rights, sustainable development, governance issues, etc. Also, different directorates within ECOWAS signed memorandum of understanding with regional networks and organisations to help implement projects and programs by the regional organisations. For instance, the Early Warning Directorate of ECOWAS signed an MoU with WANEP to develop and operate the ECOWAS Warning and Response Network (ECOWARN) across the region.
B. Strengths and Challenges of CSOs in Peace and Security

In general, CSOs in West Africa have demonstrated strengths in project development, community mobilisation, advocacy, training, research and policy analysis. In terms of successes at regional level, CSOs have advocated for normative and policy changes including the Revised Treaty, the various Protocols and the Convention on Small Arms and Lights Weapons. At national level, CSOs have taken actions to strengthen constitutional rule. Most recent success stories include the prevention of Burkina Faso’s president Blaise Compaoré and Gambia’s president Yahya Jammeh to violate the constitution.

With the departure of Jammeh, this is the first time in several decades that ECOWAS does not have a sitting president that came to power through military coup. All sitting presidents were democratically elected, which speaks to the great efforts of CSOs together with other partners to promote democracy, human rights and peace and security.

Despite the many success stories of CSOs actors actively engaged in peace and security, there are challenges limiting their full potential. The challenges include limited institutional capacity to ensure long-term viability and sustainability of the operations and work of CSOs. Weak organisational structures undermine the quality of professional work and the delivery of projects and programs under time and budget. Many CSOs have in place weak governance structures to promote the culture of accountability and transparency as well as democratic values. Corrupt practices are still rife in many organisations, giving rise to misallocation, misappropriation and mismanagement of scarce resources. Funds are also limited and with no long-term commitment from development partners. Short-term allocation of funds discourages long-term planning including recruitment of full-time professional staff.

Another challenge facing CSOs is the emerging and new type of threats facing West Africa such as terrorism, money laundering, all kinds of trafficking – human, drogue, weapons, cybercrimes, illegal migrations and piracy. There are hardly any CSOs working in these areas. The activities of CSOs in peace and security in West Africa are largely in the traditional areas of ensuring state stability and resolving inter and intra-group conflict. These thematic areas include democracy, human rights, gender and women issues, conflict prevention and mediation, peacemaking and peacebuilding. No professional CSOs in West Africa have come up with any type of de-radicalisation projects and programs in the fight against the spread of extremism propagated by armed groups. The CSOs working actively in the field of emerging and new threats are the research organisations and think tanks. However, there is need for advocacy and training organisations at community, national and regional level to get involved.
The ECOWAS Commission and its directorates will have to provide material support under the EU ECOWAS PSS project to develop the expertise and capacity of the CSOs at all levels to be able to intervene in tackling the problems caused by the emerging threats particularly terrorism, mass illegal migrations and cybercrime.

4. COMPOSITION OF CSOs IN PEACE AND SECURITY

The mapping exercise seeks to outline the profile of CSOs active in the field of peace and security.

A. Review of Past Mapping Exercises

A comprehensive mapping of CSOs active specifically in peace and security in West Africa has not been done. In the past, there have been initiatives at national and regional level to develop a database in the form of directory of registered and functional CSOs. The Conflict Management Initiative (CMI), a Finnish organisation did a mapping exercise relating to organisation specifically active in the field of mediation in Africa. In West Africa, the mapping of CMI was able to identify only five organisations.8

At regional level, WANEP has a list of less than 100 peace and security CSOs across the region. This directory covers mainly the areas of intervention and contacts of the selected CSOs.

WACSI developed a regional directory of about 3,000 organisations, associations, networks and groups working within the civil society sector on wide-ranging thematic areas in Sub-Saharan Africa. The WACSI database is currently out-of-date. Other CSOs with a directory of CSOs include regional networks, platform or coalitions. However, the directories comprise members whose core competence is not in the area of peace and security.

WACSOF has also an extensive list of two directories covering CSOs across the region. The list covers CSOs in every member states, however it doesn’t include their areas of interventions and even the updated contacts in most cases.

At the level of the ECOWAS Commission, there are a couple of directorates with some form of directory, list or register of CSOs partners. These entities include the Early Warning Directorate, the Electoral Assistance Unit under the Directorate of Political

8 Femmes Africa Solidarité (FAS); WANEP; Inter-Religious Councils of Sierra Leone (IRC SL) and Liberia (IRCL); Peace and Reconciliation Movement; Women’s National Movement for the Safeguard of Peace and National Unity (MNFPUN); Comité Régional de Solidarité des Femmes pour la Paix en Casamance (CRSFP/C/USOFORAL); Mano River Women’s Peace Network (MARWOPNET).
Affairs and the ECOWAS Emergency Response Team (EERT), under the Department of Humanitarian and Social Affairs (DHSA).

The directory of the Early Warning Directorate is mainly a list of CSOs monitors, which are drawn largely from WANEP member organisations at national level. The Electoral Assistance Unit has a more extensive database of individuals from CSOs to serve as election observers in the election observation of ECOWAS. Finally, the EERT, which was conceptualized in 2001 through a Memorandum of Understanding (MoU) between ECOWAS and the UN High Commission for Refugee (UNHCR) is meant to ensure the effective delivery and coordination of humanitarian response across West-Africa. Members of the EERT are individuals selected from NGOs and government personnel with expertise covering vast thematic areas including human rights, civil-military coordination, relief and emergency assistance, peacebuilding and peacekeeping operations, refugee camp management, psycho-social counselling, food distribution management, water and sanitation, disasters management, logistics, governance and democracy, and post-conflict reconstruction and reintegration. EERT also claimed that their members are drawn from the WANEP's members organizations. The directory, register or list of CSOs developed by these ECOWAS entities are not actively managed and thoroughly vetted.

At national levels, there are a few countries with up-to-date database of CSOs. These datasets are largely generic, covering almost every sector of intervention. Moreover, these datasets cannot be queried on the basis of thematic areas to facilitate the search of relevant CSOs.

**B. Typology of CSOs**

There are several types of CSOs active in peace and security. They could be differentiated on the basis of geographic coverage, areas of intervention and mandate. However, this could be of little value. In trying to develop a more useful typology of CSOs active in peace and security, this mapping exercise examined closely the functionalist model used in other studies. In one study of civil society in Lebanon⁹, the researchers used a typology based on functions. The seven functions are: i) representation, ii) lobbying & advocacy, iii) monitoring & observation iv) protecting marginalised citizens and minorities v) building capacity vi) raising awareness and vii) service provision.

Identifying the types of CSOs on the basis of the functions can be problematic as CSOs tend to assume more than one function depending on the issue at hand and their level of capacity and competence to deal with the issue. For example, a CSO might decide to assume an awareness-raising function relating to combating small arms while the

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⁹ This study was commissioned by EU and implemented by Transtec. Please see annex on documents reviewed for references.
same CSO might adopt a monitoring and observation function during electoral transitions.

Notwithstanding the multiplicity and fluidity of the functions of CSOs, the seven-functionalist typology can serve a useful purpose in helping to identify areas of collaboration with CSOs based on their functions in any given area of intervention.

This mapping exercise modified the seven-functionalist typology as follows:

▪ Participation & Representation: CSOs take active part in peacebuilding and conflict resolution processes at different levels.

▪ Lobbying & Advocacy: CSOs are capable of shaping and influencing legal and policy outcomes.

▪ Monitoring & Observation: CSOs oversee implementation of policies, peace agreements and laws.

▪ Protecting & Defending Marginalised/Vulnerable People: CSOs work to defend and protect the rights of marginalized citizens, minorities and other vulnerable groups.

▪ Research & Building Capacity: CSOs engage in research to inform and in training to build the capacity of actors at all level.

▪ Awareness-Raising: This one key component of many CSOs in West Africa to engage in advocacy and to sensitisie the general public.

▪ Service Provision: CSOs engage in the provision of services and goods to fill the local and national government roles.
Figure 1: Typology of CSOs

The chart shows the majority of CSOs responding to the questionnaire concentrate more on their engagement in the awareness-raising and service provision than in participation and representation in conflict resolution and peace processes.

C. CSOs Profiles

To delineate the profiles of CSOs active in peace and security, the questionnaire captured information examining organizational development and capacity. The questionnaire probed the following elements: founding year, operating budget, of CSOs, operational capacity, geographic coverage areas of Intervention and institutional Linkages.
a. Founding Year

About 70% of the CSOs that responded to the questionnaires were established at the dawn of the new millennium. Close to 25% of CSOs were created in the 1990s. These are mainly the CSOs with greater expertise and specific niche areas of intervention. It was interesting to note that there were few CSOs established in 1980s. This goes to underscore the short longevity of CSOs in West Africa.

b. Operating Budget

It emerged that most of the CSOs are operating under low budget to carry out their operation. This could probably explain the short life-span of CSOs in West Africa.
The majority of CSOs operate an annual budget of less than USD100,000. Only 15% operates an annual budget that exceeds that amount. Furthermore, just one percent have an annual budget of over a million dollar. This is a clear indication that most CSOs are on “life support” barely making it and struggling to survive. This, perhaps, explains also why many CSOs do not have a particular niche and are donor-driven for survival.

Figure 3: Operating Budget
c. Operational Capacity

Over 75% of CSOs rent their office space, which forms a significant portion of their running cost. However, a growing number of CSOs, just about 10% now own their building. Some CSOs make revenue from owning their building through charging rental fees to every project. The revenue from such activity greatly helps in the long-term sustainability of the operation of the CSOs.

There is a handful of CSOs struggling to put down an office space. Some rely on the residential address of the owner-founder or the office of an umbrella organization.

In addition to office space, there are other metrics used to look at the operational capacity of CSOs.
Almost 95% of the respondent CSOs reported that they are legally registered, have a board, a strategic plan and over 5 permanent staff. The large number of registered organizations is probably due to the fact that the majority of our sample were taken from database of reputable organizations. This means that the organizations must have taken time to select their organizations. However, the number of CSOs with audited financial report was below 50%. The research did not have enough time to delve into the factors behind this low number.

Another interesting figure relates to the number of CSOs with a website. It turns out that less than 40% of CSOs have a website. Some of the few available websites have not been updated for more than a year.

**d. Geographic Coverage**

In looking at the geographic coverage, the mapping exercise differentiates between the number of CSOs working at regional level in West Africa, in more than one countries and those whose mandate is restricted within one particular national jurisdiction. Within national jurisdiction, the mapping exercise examined the number of CSOs in database provided by agencies within ECOWAS Commission and other
organizations working at community level. In other words, it was important to identify whether there was a significant proportion of community-based CSOs collaborating with inter-governmental and regional organizations.

**Figure 6: Geographical Coverage**

It emerged that over 50% of the responding CSOs worked at national level, while fewer than 20% of community-based CSOs were being engaged.

**e. Areas of Intervention**

As mentioned above, the areas of intervention were taken from the ECPF. Given that the ECPF did not take into consideration new and emerging threats, the mapping exercise included cybercrime, money laundering and corruption as additional areas of intervention.
Almost all organizations were engaged in more than two areas of intervention. The areas of high participation of CSOs include peace education, women, peace and security and human rights and rule of law. The second highest area of concentration include early warning, democracy and politics as well as youth empowerment. It was interesting to note that almost no CSOs was working on cybercrime, terrorism & radicalization, all forms of trafficking, and money laundering. It goes to show that there is significant lack of capacity and expertise in these areas among the respondents.

f. Institutional Linkages

The institutional linkages element examined the number of CSOs operating on a membership-based model and those that are not. Membership-based CSOs include networks, coalition, platforms, forum and other forms of umbrella organization. In practice, there is little difference between a network and coalition in West Africa. Quite often some coalitions operate like a network organization.

It emerged that the non-membership based CSOs out-numbered those membership-based. About 75% of respondents described themselves as non-membership based...
CSOs. Notwithstanding, the data showed there is a growing number of membership-based CSOs.

Figure 8: CSO Networks

Having tried to find out internal institutional linkages, the mapping exercise examined institutional collaboration and partnership between CSOs and governmental as well as intergovernmental bodies. CSOs were asked to state the governmental and intergovernmental bodies that had partnered with.

It emerged that over 75% of CSOs had partnered or collaborated with governmental bodies at national level. This is an interesting finding, which shows that local authorities are increasingly open to working with CSOs. This is in sharp contrast to the relationship between government and CSOs in the 1990s during the struggle to promote multiparty democracy. The second body that CSOs are collaborating with is UN agencies.
ECOWAS was the third entity after governmental and UN bodies that CSOs partner and collaborate with in their areas of intervention. The data shows that many West African CSOs collaborate and partner less with AU and EU bodies.

5. FRAMEWORK FOR SYSTEMATIC CSOs MAPPING

Developing and actively managing database of CSOs has been a challenge across West Africa. There have been some attempts by CSOs and ECOWAS entities to have some form of database of competent and active CSOs. This section presents a framework to identify competent and active CSOs for inclusion into the database. The framework is developed on the basis of the thematic areas elaborated in the ECPF and the criteria for organisational development produced by the International Development Research Centre (IDRC).
A. Matrix for CSOs Selection & Assessment

Identifying CSOs active in peace and security poses a significant challenge as every organisation claims to be working in the field even if their work is tangential. The urge to capitalise on any new opportunities to secure funds or increase visibility would lead some CSOs to claim that they are working in peace and security. The primary selection criteria are the 13 thematic areas elaborated in the ECPF. The thirteen components are: i) early warning; ii) preventive diplomacy, iii) democracy and political governance, iv) human rights and the rule of law, v) media vi) natural resource governance, vii) cross-border initiative viii) security governance, ix) practical disarmament, x) women, peace and security xi) youth empowerment, xiii) humanitarian assistance and xiv) peace education.

In addition to the ECPF thematic areas, CSOs will also be included if they are working in the area of emerging and new security threats in the region such as terrorism; maritime security, money laundering, mass illegal migration, human & drug trafficking, and cybercrimes. For an organization to be included in the database, it should have a mandate and past record of working in one or more of these thematic areas.

Once an organization has been identified as a driver in the field of peace and security, six parameters of the IDRC Organizational Assessment Framework are used to assess the organisational and operational capacity, the governance structure and geographic coverage. The six (6) parameters are: i) Strategic Leadership, ii) Human Resources, iii) Financial Management, iv) Program Management v) Infrastructure and vi) Institutional Linkages.

a. Strategic Leadership

The strategic leadership parameter looks at the experience, qualification and track record of the senior management of the organization. A sound leadership within an organization is critical for its strategic direction. A manifestation of a strategic leadership within an organization is the availability of a strategic document of the organization’s direction within a specified period of time. Organizations without a strategic leadership should be encouraged to become a member of the big and strong networks or associations to gain experience and grow.

b. Human Resources

The human resources parameter assesses the number of full-time, part-time and contract staff to run the organizations and its programs and projects. An organization without a reasonable number of staff relative to the staff at hand raises the risk of undermining the successful execution of a project on time and on budget.
c. Financial Management

The financial management parameter assesses the structures and procedures in place to manage funds of development partners as well as the income and expenses of the organizations. For an organization to be included in the database, it should be able to produce at least two years of financial report audited by external auditing firms without reputational blemish.

d. Program Management

The program management parameter examines the programmatic structures and procedures in place to plan, organize and execute program. Past experience is paramount in the successful completion of subsequent projects. An organization should be able to produce at least two years of annual reports of programs implemented.

e. Infrastructure

The infrastructure parameter looks at the enabling environment for the organization to carry out its work. An organization should be able to have an office space, a physical address and basic equipment to function.

f. Institutional Linkages

The institutional linkages parameter assesses the network and connections of the organization at various levels. This parameter is an important requirement to help facilitate access to key players and mobilize groups and individuals with common interests to intervene to prevent or resolve a conflict. Institutional linkages could be close working relations with government entities, religious and traditional leaders, development partners and other CSO partners.

6. DATABASE PROTOTYPE

The database to be developed is a proprietary one, meaning that it is unique and specific to the need of the ECOWAS Commission. Given the capacity challenges faced by the ECOWAS Commission due to staff shortages amid heavy workload, a simple and easy to manage database is developed without many data entry fields. According to the ToR, data on each CSO should include, amongst others: identity, purposes, programs, achievements, target groups, criteria for service provision, scope of intervention, existing referral partners and contact details; geographical representation of coverage and scope; and links to the websites of the CSO. This is a long list of information that might not be of relevance.
A. Data Entry Field

To avoid a lengthy list of data entry fields, the following seven entry fields have been identified: i) type of organisation, ii) mandate, iii) geographic coverage, iv) thematic areas of intervention v) partners vi) contact details vii) brief assessment.

a. Type of Organizations

There are various types of CSOs within different binaries, namely: formal or informal organizations, regional or national, urban or rural, professional or amateur and so on. Across West Africa, every type of organisations can be found including: research and advocacy organizations, knowledge-based organizations, faith-based organizations, INGOs with locally registered entity, service provision organizations, community-based organizations, networks, associations, platform and forum.

To simplify the typology, it is best to have two types, which are membership-based and non-membership based organisation. The other entry fields will determine the characteristics of the organisation.

b. Mandate

The mandate of the organization is its raison d’être. This could help distinguish the organization whether it’s a faith-based organization, research or advocacy oriented or a mix of all.

c. Geographic Coverage

The geographic coverage informs whether the organization is a community-based, national or regional organization. The geographic coverage will provide ECOWAS with the information whether to partner with an organization as a particular time and on a given issue at a community level or through a national or regional-level organization.

d. Thematic Areas of Intervention

An entry field should be created for each thematic area the organization cited as an area of intervention. The separate entry field will enable query of database on the basis of thematic areas.
**e. Partners**

The partners field is to enable ECOWAS to avoid duplication of efforts and work. Where an organization is found to be working with a particular entity, it will be waste of time and scarce resource to engage separately with each organization. The identification of partners will enable collaboration on the implementation of projects and programs.

**f. Contact Details**

For obvious reasons, the contact details of each organization will enable communications. It is important that the contact details are kept updated as the contact details of an organization is sometime those of the founder/CEO.

**g. Brief Assessment**

A brief assessment on the basis of the six parameters of the IDRC framework should be included to provide added information about the organization. This brief information will give ECOWAS and other partners an understanding of the strength and capacity of the organization.

**7. RECOMMENDATIONS**

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 MDGs". Therefore, it is incumbent on all active actors in peace and security to work towards the prevention of conflict. It cannot be stressed enough that for conflict prevention and transformation to be effective, CSOs should be part and parcel of the entire peace and security process.

The mapping exercise is a critical step taken by the ECOWAS Commission to develop an active up-to-date database of CSOs in enhancing its collaboration and partnership with these actors to promote peace and security in West Africa. The CSO database will be a vital resource for ECOWAS to draw upon to intervene directly or indirectly in disputes and conflict situations across the region.

Nevertheless, to make this project a success, the following recommendations should be taken into consideration:

**i.** The ECOWAS Commission should assign a member of its staff, preferably from the IT department/CCC to serve as a system administrator giving timely response to those facing technical issues and to manage the database. The
details of the system administrator should be made available for CSOs to contact to respond to queries. In the absence of a dedicated team of staff to manage the database, the project will sink into oblivion.

**ii.** The task of inputting data on the database system should be shared with interested CSOs while staff at the ECOWAS Commission provides technical support where the need arises. The sharing of this responsibility will reduce the workload on ECOWAS Commission’s personnel in managing the database.

**iii.** An easy-to-follow instruction notes on how to register should be clearly visible on the landing page of the website to help CSO to self-register.

**iv.** The ECOWAS Commission should also seek the periodic advice of outside experts and consultants on the maintenance and further development of the database system.

**v.** The ECOWAS Commission should ensure the integrity and viability of the database to ensure it becomes the go-to resources for finding CSOs active in peace and security in West Africa.

**vi.** The ECOWAS Commission together with its development partners should provide technical and material supports to enable CSOs engage in dealing with the emerging threats including radicalisation, terrorism, maritime security, cybercrimes and mass illegal migrations.

**vii.** The ECOWAS Commission should encourage member states to develop a web-based database of CSOs at national level that can be queried in search of on-the-ground actors and potential partners.

**viii.** The ECOWAS Commission should establish a CSO Unit or Cell within PAPS in charge of the coordination of CSO’s partner relationships and interventions in the field of peace and security in the region. The CSO unit/Cell should have the responsibilities of ensuring the effective collaboration with CSOs actors in ECOWAS peace and security projects/interventions. This unit/cell will also be responsible for updating the CSOs database in the region.”

The success of this project largely depends on the publicity and visibility it is given. The knowledge of the project should not be confined to the well-known and well-established CSOs. The database is an opportunity to identify less known and emerging CSOs at community and national level.
8. CONCLUSIONS

The mapping exercise does not provide an in-depth assessment of the organizational capacity of CSOs in each of the 15-member states of ECOWAS. It rather identifies the characteristics of CSOs active in peace and security. This sets the basis for the development of a comprehensive database of CSOs in peace and security.

The number of CSOs in West Africa is growing exponentially, which is a testament to the activism and vibrancy of civil society in the region. The activism, vibrancy and growing professionalisation of CSOs present the ECOWAS Commission with a pool of human resources to tap into in the execution of its mandates and realisation of its goal of promoting peace and security, human rights, governance and economic development in West Africa.

The creation of a database of active CSOs will make easily accessible the pool of human resources across the region. However, the need to manage the database to maintain its integrity and viability is paramount. Without proper and consistent maintenance, the utility of a database will be seriously compromised.

The management of the database is to ensure that incompetent and fraudulent CSOs do not make it into the database. Their existence on the database could be used as legitimacy to be exploited for financial gains and visibility.
9. ANNEXES

A. LIST OF DOCUMENTS REVIEWED


SECTOR. “Regional Environmental Center for Central and Eastern Europe. Environmental Civil Society Assessment: Moldova.” August 2012.


UNDP. “A Capacity Assessment of CSOs in the Pacific: Six Country Profiles.”


WASCI, Ghana Anti-Corruption Coalition (GACC), and CIVICUS. “The State of Civil Society in Ghana: An Assessment - CIVICUS Civil Society Index- Rapid Assessment (CSI-RA).”

B. TERMS OF REFERENCE (ToR) OF THE MAPPING PROCESS

1. BACKGROUND INFORMATION

1.1. Beneficiary country


1.2. Contracting Authority

Economic Community of West African States (ECOWAS)

1.3. Country background

Peace and security challenges in West Africa are primarily about responding to violent conflicts and/or the threat of violent conflicts, as well as building a sustainable peace with human security for all.

The primary responsibility for peace and security is with the Member States of the Economic Community of West African States (ECOWAS), who own the process. However, collective responsibility by diverse actors has often been called upon to complement national efforts. In peace and security, a firm legal basis underpins the relationship between ECOWAS, the African Union and the United Nations.

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 in this domain is mainly to develop minimum regional norms and standards with regards to key conflict-inducing issues and political and security governance. It shall also facilitate resource mobilization for peace and security activities and monitor compliance of regional agreements within Member States.

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".
1.4. Current situation in the sector

The capacity of ECOWAS to effectively address the factors of instability and develop a pro-active approach to conflict prevention is still limited despite a strong regional political will. The main causes of this problem are the underlying tensions between national and supranational institutions; capacity challenges within the ECOWAS Commission related to internal coordination; organisational and implementation capacity of the Department for ‘Political Affairs, Peace and Security’ (PAPS) and the ‘Peace Fund’ (PF); distribution of roles and responsibilities between ECOWAS and its Member States and Civil Society Organisations; and the still ineffective strategic approach of the preventive aspects of the “Mechanism for Conflict Prevention, Resolution, Peace-Keeping and Security”.

At the ECOWAS Commission level, institutional capacity is a considerable challenge, which to a large extent is due to a chronic understaffing and, resulting from this, a more ad-hoc way of solving problems and finding solutions to institutional weaknesses and capacity deficits, rather than developing strategic approaches. Those findings are confirmed by the institutional capacity analysis and needs assessment carried out for this project.

The consequences of these problems are the deployment of limited/ineffective instruments, under-utilisation of existing human capacities, piecemeal short-term interventions, late responses to crises and lack of monitoring and follow-up measures.

Also, recognizing the need to address long-term structural conflict issues, ECOWAS adopted in 2008 a ‘Conflict Prevention Framework’ that concentrates on the root causes of conflicts, the ECOWAS Conflict Prevention Framework (ECPF).

The project of which this contract will be a part, the European Union Support to ECOWAS Regional Peace, Security and Stability Mandate” (EU-ECOWAS PSS), strives to address the twin goals of building the capacity of the ECOWAS Commission to shift it from a reactive to a proactive posture in addressing the peace, security and stability challenges the region faces as well as effective implementation of selected components of the ECPF.

The EU-ECOWAS PSS project is an intervention under the 2nd Focal Sector “Consolidation of Good Governance and Regional Stability” of the 10th EDF EC-West Africa Regional Indicative Programme, and aims to contribute to building and maintaining peace, security and stability in West Africa to ensure a conducive environment for development. 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 merging security threats in the Sahel region and the Gulf of Guinea.
The role of civil society organisations (CSOs) in conflict prevention has become increasingly important, as ECOWAS and governments in the region seek integrative approaches to address insecurity and instability. ECOWAS in particular has in policy and practice demonstrated its understanding of the value of civil society in this domain.

In this regard, ECOWAS intends to promote effective participation of the Civil Society Organisations and improve synergy in the area of peace and security in the region. In this project, Civil Society Organisations (CSO) will be supported in particular through grants to local and cross-border community dialogue/peace building initiatives and training that links local initiatives (specifically on women’s initiatives).

1.5. Related programmes and other donor activities

Under the second focal sector “Consolidation of Good Governance and Regional Stability” of the 10th EDF RIP, two other programmes address directly or indirectly specific transnational threats, which are factors of instability in the Region (“Support to ECOWAS Regional Action Plan on illicit drug trafficking, related organised crime and drug abuse in West Africa” and “Support to Free Movement of Persons and Migration in West Africa”).

With regards to institutional capacity development, the project will benefit from the results of the 10th EDF project “Support to ECOWAS Public Finance Management Reforms”, Financing Agreement date 22 November 2013 (FED 2013/021-523), aimed in particular at supporting the Regional Authorizing Officer in managing EU funds. In focusing on the capacity of the Regional Organisation to fulfil its Peace, Security and Stability mandate, and being limited to the official development assistance (ODA) eligibility of activities, the project EU-ECOWAS PSS will also complement other initiatives under both the RIP, National Indicative Programmes (NIPs) in West Africa (EDF) and other EU instruments (APF, and the IcSP). The Instrument contributing to Stability and Peace (IcSP) has three specific objectives: (i) in a situation of crisis or emerging crisis, to contribute swiftly to stability by providing an effective response designed to help preserve, establish or re-establish the conditions essential to the proper implementation of the EU’s external policies and actions; (ii) to contribute to the prevention of conflicts and to ensuring capacity and preparedness to address pre- and post-crisis situations and build peace; and (iii) to address specific global and trans-regional threats to peace, international security and stability.

The “EU ECOWAS PSS” project will contribute to the operationalization of the African Peace & Security Architecture (APSA) and will be closely coordinated with the African Peace Facility (APF) funded "APSA Support Programme", by enhancing the capacity of the Regional Economic Community, for a timely and adequate response to
security threats. The APF covers conflict prevention and post-conflict stabilisation and accelerates decision-making and coordination processes, in line with the priorities of the Partnership on Peace and Security of the Joint Africa–EU Strategy. In this regard, the project will also be coherent with the European Strategy for Security and Development in the Sahel, and with the EC communication (2011) “Increasing the impact of EU Development Policy: an Agenda for Change”, to mutually reinforce the EU objectives in the fields of development policy, peace-building, conflict prevention and international security.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Objective

The overall objective of the EU-ECOWAS PSS project of which this contract will be a part, is to contribute to building and maintaining Peace, Security and Stability in West Africa to ensure conditions of development. The Specific Objective is to support ECOWAS to execute its conflict prevention and resolution mandate in a sustainable way, notably by executing a shift from a reactive to a preventive mode in acquiring increased strategic, operational and management capacities.

2.2. Purpose

The purpose of this contract is to conduct a mapping of West African Civil Society Organisations (CSOs) that would allow for better engagement with them in the different areas of peace building and security in the region.

The resulting mapping should ensure representation of a broad range of interventions, and legitimacy of active organizations and preferably vetted by networks and coalitions of organizations.

It is important to emphasize, however, that the mapping does not aim to create an exclusive list of Organizations for funding purposes.

2.3. Results to be achieved by the Contractor

- A comprehensive web-based electronic database containing information on CSOs and CSO networks working in the area of Peace and Security in ECOWAS member states. Information provided would include, amongst others:
  - Identity, purposes, programs, achievements, target groups, criteria for service provision, scope of intervention, existing referral partners and contact details, etc...
o Geographical representation of coverage and scope
o Possibility for online query, etc.
o Links to the websites of the CSO recorded in the database

• A comprehensive CSO mapping report profiling all CSOs and detailing the process undertaken in the mapping exercise and recommendations based on the results of the mapping exercise.

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project
N/A

3.2. Risks
N/A

4. SCOPE OF THE WORK

4.1. General

4.1.1. Project Description

The problem to be addressed by this assignment relates to providing the PSS project with information on CSOs and CSO networks that exist in the ECOWAS member states to allow for better engagement with them in the Peace building and Security area. Specifically, the mapping exercise is expected to make available actionable information on the trend of CSO engagement in the peace and security space.

Issues that need to be addressed relate to their:

• Presence in ECOWAS member states and their main sectors of intervention
• Relationship with various levels of other institutions at the local, national and international level
• Internal capacity (human and financial resources, governance, available equipment, etc.) to undertake meaningful activities
• Geographic and thematic Scope of intervention and main achievements

Recognising the multiplicity, diversity and variety of CSOs, it is proposed that the mapping should focus on CSO networks as the key entry points for the identification of individual organisations.

4.1.2. Geographical area to be covered

The consultancy will take place in all ECOWAS Member States.
4.1.3. **Target groups**

The final beneficiary is the ECOWAS Commission and ECOWAS institutions, as well as Member States.

4.2. **Specific work**

The Contractor will be required to carry out the following tasks, inter alia:

- Conduct of a current state assessment of past work in the area - Review of results of past initiatives on the identification of CSOs and CSO networks in the region. These include initiatives by units within ECOWAS (Community Development Programme, Early Warning Directorate, Gender, drugs, youth and Sports Directorate) as well as other organisations in the region including West African Civil Society Institute (WACSI), West African Civil Society Organizations Forum (WACSOF) and the West African Network for Peace building (WANEPI), West Africa Network for Small Arms, Training centres of excellence/training institutions in charge of peace and security, etc.

- Identification of other key sources and institutions to draw upon.

- Development of a framework to support systematic mapping of CSOs - a matrix of criteria to guide the identification and inclusion of organisations and one that reflects the diversity of CSOs.

- Development of tools to gather information on CSOs active in the Peace and Security area. Any mechanism should build on what already exists and works including the ECOWAS tool ECOSUITE.

- Gathering requisite information on CSOs and CSO networks. This will include field visits to CSO networks in two ECOWAS countries – Nigeria (WACSOF) and Ghana (WACSI, WANSU, WANEPI)

  - purpose, priority areas of intervention, accomplishments
  - regulatory and legal framework governing them in their countries of operations,
  - Relationship with governments, regional and international institutions (including working relationships, effective dialogue between states and CSOs; concertation and coordination frameworks, etc.)
  - Assess internal organisational structures and operations of identified CSOs - capacity in terms of programme planning, programme implementation, programme monitoring and evaluation, and financial management

- Design and population of a functional searchable database and related Geographic Information System (GIS) that allows for viewing information
related to CSO’s geographic areas of intervention

- Working with the ECOWAS IT department (CCC) and Early Warning Directorate to develop mechanism that would ensure access by the public to data and geographic-based information contained in the database via the ECOWAS Peace fund website.
- Development of a set of recommendations for a continued update of CSO related information

4.3. Project management

4.3.1. Responsible body

The Commission of the Economic Community of West African States (ECOWAS)

4.3.2. Management structure

The expert will work in close collaboration with the Project Support Unit (PSU) who will provide overall project management advice and guidance. The PSU which is embedded within the “ECOWAS Peace Fund” (EPF) Division works under the authority of the Commissioner for Political Affairs, Peace and Security within the Department for “Political Affairs, Peace and Security” (PAPS)

4.3.3. Facilities to be provided by the Contracting Authority and/or parties

The ECOWAS Commission through the PSU will provide office space and local transportation for the experts during field missions in Abuja, Nigeria.

5. LOGISTICS AND TIMING

5.1. Location

The consultancy will be mainly home-based with some activities being undertaken at the premises of the ECOWAS Commission, in Abuja, Nigeria, and a field visit to Accra, Ghana.

5.2. Start date & period of implementation

The intended start date is 01.04.2017, and the period of implementation of the contract will be forty-five (45) days from that date. The specific number of man days of expert input is presented in section 6.2. below.

6. REQUIREMENTS

6.1. Staff
This assignment will require input from 2 experts with experience in providing services to the public sector.

However, it should be noted that civil servants and other staff of the public administration, of the partner country or of international/regional organisations based in the country, shall only be approved to work as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well as proof that the expert is seconded or on personal leave. Such staff should confirm their ability to conduct independent analysis and reporting.

**CSO Expert**

**Qualifications and Skills**

- At least a Master’s Degree (Academic level) in social sciences, development studies, or other relevant degree;
- Effective verbal and written communication skills and ability to write reports in a clear and concise manner in English and French.
- Excellent interpersonal skills to relate with counterparts on all levels of hierarchy.
- Proficiency in spoken and written in English and French is essential, whilst a working knowledge of Portuguese would be an advantage.
- Proficient in Office Productivity Applications (MS-Office)

**General Professional Experience**

**Minimum requirements:**

- 7 years of experience working in or with the CSO sector in sub-Saharan Africa, preferably focusing on issues of peace and security.

**Preferred requirements:**

- 5 years of professional experience in the area of development, governance, peace and security or human rights

**Specific Professional Experience**

**Minimum requirements:**

- Proven experience and knowledge in mapping or survey exercises
3 years of work experience in Africa

ICT EXPERT

Qualifications and Skills

- University degree in IT engineering or relevant discipline (computing, mathematics with specialisation in IT, information systems or similar)
- Preferable possession of the certificate for database design
- Excellent knowledge of English and/or French language;

General Professional Experience

- Minimum five (5) years of postgraduate professional experience in providing ICT solutions to private and/or public sector institutions IT business
- Experience in designing official databases or publicly accessible information management systems within public administration would be an asset.
- Experience in the design of Geographic Information Systems is an asset

Specific Professional Experience

- Minimum three (3) years of experience in design and implementation of web-based data base system
- Proven experience in drafting of technical specifications for the implementation of a web-based database system

6.2. Schedule of the Mission

The table below provides a tentative schedule and location of activities for the 2 experts. Field activities will essentially take place at the ECOWAS Commission headquarters in Abuja, Nigeria with a possible mission by the CSO expert to Accra, Ghana.
<table>
<thead>
<tr>
<th>Phase: Tasks</th>
<th>Location</th>
<th>CSO Expert</th>
<th>IT Expert</th>
<th>Output</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inception Phase:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Current state assessment of CSOs and CSO networks in the region</td>
<td>Home</td>
<td>6</td>
<td>2</td>
<td>Draft Inception report:</td>
</tr>
<tr>
<td>- Elaboration of CSO Mapping methodology</td>
<td>Field</td>
<td>2</td>
<td></td>
<td>- Mapping Methodology</td>
</tr>
<tr>
<td>- Conceptual design of CSO GIS-based database</td>
<td></td>
<td></td>
<td></td>
<td>- List of CSOs/CSO networks per member states</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- CSO database conceptual design</td>
</tr>
<tr>
<td><strong>Presentation of draft inception report (to the Project Support Unit)</strong></td>
<td>Field</td>
<td>2</td>
<td>2</td>
<td>PowerPoint Presentation of mapping methodology &amp; Database conceptual design</td>
</tr>
<tr>
<td><strong>Finalization of the methodology</strong></td>
<td>Home</td>
<td>2</td>
<td>2</td>
<td>Finalized Inception Report</td>
</tr>
<tr>
<td><strong>Implementation:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Conduct of CSO survey</td>
<td>Home &amp; Field (Accra, Abuja)</td>
<td>8</td>
<td>2</td>
<td>Survey report &amp; populated database</td>
</tr>
<tr>
<td>- Population of CSO database</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Support ECOWAS units to integrate the database into existing IT system and EPF Website</td>
<td>Field</td>
<td>6</td>
<td></td>
<td>Operational web-based CSO database</td>
</tr>
<tr>
<td>- Testing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Closure:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Elaboration and presentation of draft final report</td>
<td>Home</td>
<td>3</td>
<td>2</td>
<td>Draft Final Report</td>
</tr>
<tr>
<td></td>
<td>Field</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Submission of Final Report</td>
<td>Home</td>
<td>3</td>
<td>1</td>
<td>Final Report</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>28</td>
<td>16</td>
<td></td>
</tr>
</tbody>
</table>

7. REPORTS

7.1. Reporting requirements
In addition to the outputs described in 2.3 above, the experts will prepare, present and submit a final report on the mission. Outputs of the detailed activities listed
in 4.2 will be attached to the report, including all PowerPoint presentations used for presentations and/or during workshops.

7.2. Language

All correspondence, reports and presentations should be in the English language.

7.3. Submission, comments and timing

The draft final Report will be submitted to the ECOWAS Peace Fund Manager who will dispatch copies to the Commissioner for Political Affairs, Peace and Security and to the EU Delegation at Abuja.

The ECOWAS Peace Fund Manager will collect observations and remarks on the draft report and transmit all observations and remarks to the Expert within 2 weeks after the reception of the draft report.

The final report will be provided no longer than one week after the submission of the comments to the draft final report.

7.4. Numbers of report(s), copies

Five (5) copies of the draft and final report shall be submitted in hard copy. A soft copy of each of these reports should be sent to the ECOWAS Peace Fund Manager’s Email at dnikiema@ecowas.int with copy to PSS@ecowas.int
C. MAPPING FRAMEWORK

Three frameworks have been identified for the mapping process, which are the Sustaining Peace and the 2030 Agenda for Peace; the three pillars of the UN and the ECOWAS Conflict Prevention Framework (ECPF). Whatever option will be selected, the consultant will use the organizational Assessment Framework of the International Development Research Centre (IDRC) to do the analysis of all the CSO selected.

OPTION I: Framing around the Concepts of “Sustaining Peace” & “2030 Agenda”

It might be important to undertake this mapping under the current global framework of “Sustaining Peace” and “2030 Agenda” spearheaded by the United Nations (UN) and all the major Global Actors. The sustaining peace framework seeks to break down silos so that broad range of actors can work across sectors given that the issue of peace is multidimensional.

The Sustaining Peace and the 2030 Agenda is a global solidarity action and framework aimed at addressing critical challenges related to the people, planet, peace, prosperity and that these can be achieved within the framework of global partnership. Certainly, the issue of partnership is crucial because ‘security’ is indivisible. Global partnership for achieving 2030 Agenda is not new; what is new is a renewed commitment to addressing these goals.

It was acknowledged that much of the content in Sustaining Peace is not new but reflects previous UN agendas and processes, set forward in former Secretary General Boutros Boutros-Ghali’s “Agenda for Peace”. However, the renewed momentum represents a normative shift. The challenge now was to move from the normative to the operational, including the importance of bringing Sustaining Peace and the 2030 Agenda for sustainable development together.

Second, the SDGs themselves are also not new goals; they are a carry-over from previous agendas set during the 1970s, 1980s and till now. Many of these were also part and parcel of the MDGs that most developing countries found difficult if not impossible to achieve because of lack of material, financial and human capacities to do so. Among others, the SDGs include but are not limited to the following: ending poverty and hunger; ensuring access to health and education; ensuring inclusiveness; promoting gender equality; ensuring access to energy; promoting peaceful and inclusive societies for sustainable development; the issue of climate change and the environment; and ensuring access to justice.
The pledge to leave no one behind is essential but particularly challenging in fragile and conflict affected countries.

The concept of “Sustaining Peace” should, according to the resolutions, be broadly understood as a goal and a process including activities aimed at preventing the outbreak, continuation, escalation and recurrence of violent conflict; addressing root causes; assisting parties to conflict to end hostilities; ensuring national reconciliation; and moving towards recovery, reconstruction and development requires a comprehensive, coordinated and coherent approach, which could include:\textsuperscript{10}

**Political Processes**, including elections; inclusive dialogue; reconciliation; and conflict management capacity at national and sub-national levels;\textsuperscript{11}

**Political Processes Safety and Security**, including mine action; disarmament, demobilization and reintegration; and security sector reform;\textsuperscript{12}

**Rule of Law and Human Rights**, including access to justice; transitional justice (including mechanisms for truth-seeking, accountability, reparation and guarantees of non-recurrence); promotion and protection of human rights; gender equality; protection of civilians, including compliance with and accountability for applicable international humanitarian, human rights and refugee law; and voluntary, safe and durable solutions for internally displaced persons and refugees\textsuperscript{13};

**Social Services**, such as water and sanitation, health and education, including to the most vulnerable, such as victims of violence, internally displaced persons and refugees\textsuperscript{14};

**Core Government Functions**, in particular basic public administration and public financial management, at the national, subnational and local levels, including transparency, accountability and anti-corruption\textsuperscript{15}; and

**Economic Revitalization and Livelihoods**, including employment, livelihoods and infrastructure.\textsuperscript{16}

Thus, also doing the mapping taking in account this framework is highly relevant because it shows the indivisibility of security, the inclusive nature of Sustaining Peace and 2030 Agenda for Peace. While this option is inclusive, it is also too broad.

\textsuperscript{10} IPI
\textsuperscript{11} Ibid
\textsuperscript{12} Ibid
\textsuperscript{13} Ibid
\textsuperscript{14} Ibid
\textsuperscript{15} IPI
\textsuperscript{16} Ibid
**OPTION II: The Three Pillars of the United Nations**

If this concept is too broad, the mapping process could also focus on a second option.

The three pillars of the UN – Human Rights, Peace & Security, and Development. The 2005 UN Summit boldly recognized that, "There is no peace without development, no development without peace and neither peace nor development without respect of human rights." Again, this is another broad, but inclusive process which demonstrates the indivisibility, and interconnectedness of human rights, development, peace and security. It is important to note that several regional organizations have already developed databases using one of the three pillars. It is said that WASCOF already have an expansive database on CSOs in various thematic areas, especially in the field of human rights. WASCi has also undertaken similar exercise. The gender and social directorate of ECOWAS also has a database of CSOs working in various thematic areas. This option could be confusing as well because of the indivisibility of the three concepts. Although the three concepts made up the framework of human security. An approach already used by ECOWAS, it will be complex to manage.

**OPTION III: The ECOWAS Conflict Prevention Framework**

Finally, the third option is the ECPF multi-dimensional framework for conflict prevention that was adopted in 2008 to “implement the preventive aspects of the Mechanism”. The ECPF is meant to mainstream and operationalize conflict prevention at the level of the ECOWAS Commission and within ECOWAS Member States. The ECPF covers fifteen thematic areas.

The Consultants propose using thirteen (13) out of the fifteen (15) components of ECPF because components xii) ECOWAS Standby Force and xv) On Enabling Mechanism are not relevant to this process. The ECPF is a broader human security concept used by ECOWAS, is in line and consistent with the strategies already adopted by ECOWAS and reflects the reality of the region. Furthermore, ECPF is the foundation of ECOWAS Vision 20/20 which aims to make ECOWAS an institution connected to the People and the realities of the region. It is also drafted to address the issues of fragility in member states.

The thirteen components of ECPF which are: i) early warning; ii) preventive diplomacy, iii) democracy and political governance, iv) human rights and the rule of law, v) media vi) natural resource governance, vii) cross-border initiative viii) security governance, ix) practical disarmament, x) women, peace and security xi) youth empowerment, xiii) humanitarian assistance and xiv) peace education, complemented with the emerging and new security threats in the region such as: Terrorism; Maritime Security, Money Laundering, Human & Drug Trafficking, Cyber Crimes, etc.
Another important component that is not reflected in ECPF is corruption and many CSOs across the region are working on corruption issues which are endemic in the region and poses a human rights violation, a security threat and impede on development.

Framework for Assessment - The IDRC Organizational Assessment Framework

The IDRC Organizational Assessment Framework will be used to access the organizations capacity of CSOs identified and selected for this process and to develop a comprehensive web-based electronic database containing information on CSOs and CSO networks working in the area of Peace and Security in ECOWAS member states. According to the ToR, information on each CSO would include, amongst others:

- Identity, purposes, programs, achievements, target groups, criteria for service provision, scope of intervention, existing referral partners and contact details, etc.
- Geographical representation of coverage and scope
- Possibility for online query, etc.
- Links to the websites of the CSO recorded in the database

The consultants identified six (6) of the seven (7) parameters to assess all the CSOs selected for this process. They are:

1. Strategic Leadership
2. Human Resources
3. Financial Management
4. Program Management
5. Infrastructure
6. Institutional Linkages\(^\text{17}\)

A detailed questionnaire is developed under each parameter to get crucial information on CSOs registering in the database. Please see appendix $$\text{21}$$ for detailed questionnaire.

\(^{17}\) The parameters are further defined in the questionnaire in Appendices. The section on “organization processes” has been recovered because it is not relevant to this exercise.
SELECTION CRITERIA

Although this process is inclusive, it is important to note that there is a need to develop a selection criteria to avoid all types of CSOs with no organization capacity and legitimacy to register.

The criteria are the following:

1. CSOs working only in the areas of ECPF’s component and on the emerging issues;
2. Certificate of registration;
3. Tax clearance document;
4. Governance structure; and
5. Sound financial management structure

These criteria are important for the following reasons. First, peace and security organizations are the focus of this mapping process. The legal registration is important because many CSOs operate informally, thus are not legal entities. The governance structure is a fundamental oversight. The financial management structure is also important because it demonstrates that an organization has the confidence of the partners to effectively.

These criteria are not exhaustive; thus, it is an entry point which can refined as the process evolves.
D. QUESTIONNAIRE FOR CSOs PROFILE

1. Name of your Organization: _____________________________

2. What is your Address and Phone Number: ________________

3. Founding Year of the Organization: _____________________

   - ☐ If yes, please give year of registration and registration authority: ____
   - ☐ Provide proof of registration: _______________________________

5. What Type of Organization Are You?
   - ☐ NGO
   - ☐ Community Based Organization (CBOs)
   - ☐ Independent research/Academic institute/ think tank
   - ☐ Network
   - ☐ Faith-based Organization
   - ☐ Other (Please specify) _______________________________

6. Purpose of your Organization: __________________________

7. Does your organization pay taxes?
   - ☐ If yes provide proof of tax payment:
   - ☐ If no, please provide proof of tax exemption:

8. Do you have board?
   - How many members: _______ Female:______ Male:______

9. Who are your beneficiaries?
   - ☐ Women
☐ Youth
☐ Children
☐ People Living with Disability
☐ Aged
☐ Other: ________________________________

10. What is your geographical focus/reach?:

☐ International
☐ Regional
☐ National
☐ State
☐ Local
☐ Other: ________________________________

11. What is your source of funding? _______________________

12. Specific Areas of Intervention in Peace & Security:

☐ Early Warning
☐ Preventive Diplomacy
☐ Democracy and Political Governance
☐ Human Rights and The Rule of Law
☐ Media
☐ Natural Resource Governance
☐ Cross-Border Initiative
☐ Security Governance
☐ Practical Disarmament
☐ Women, Peace and Security
☐ Youth Empowerment
☐ Humanitarian Assistance
☐ Peace Education
☐ Counter-terrorism and radicalization
☐ Maritime Security
☐ Human and Drug Trafficking
☐ Money Laundering
☐ Cyber crimes
☐ Corruption
13. What are your key achievements in 500 words?

14. Membership:
   □ Number of Member Organizations _____________________________
   □ Number of Individual Members _____________________________

15. Management Structure
   a. Do you hold an Annual General Meeting (AGM)? Yes __________ No ______________
   b. Do you have management structure? Yes __________ No ______________
   c. What is the composition of your Management? Female_________ Male __________

16. Human Resources
   Numbers of Staff_____ Female _____ Male _____ Interns/Volunteers __________

17. Financial Management
   a. Do you have an Annual Audit? Yes __________ No ______________
   b. Average Annual Budget in USD: _____________________________

18. Program Management
a. Do you have a Strategic Plan? Yes ________ No ________________

19. Infrastructure

Do you have an office space? Yes______________ No______________

Is your office space rented ________ Owned ________________

What types of Equipment do you have?

☐ Computers  
☐ Internet  
☐ Printers  
☐ Photocopiers/scans  
☐ Vehicles  
☐ Others__________

20. Institutional Linkages

a. Do you have a website? Yes ___ Please provide web address ______

b. Do you have collaboration with?

☐ Governments _____Which area__________________________
☐ ECOWAS_______ Which area__________________________
☐ AU__________Which area__________________________
☐ UN__________Which area__________________________
☐ Others: __________________________________________


QUESTIONS FOR EXISTING DATABASE

1. Do you have a database of CSOs your organization is working with?
2. How many CSOs are in your database?
3. Which countries are covered?
4. When was the database established?
5. How often do you update it?
6. What criteria do you use to select the CSOs in your database?
7. Do you have CSOs in your database that are working in the field of peace and security?
8. How many CSO Networks working in peace and security are in your database?
9. Which of the following components of ECPF do the CSOs in your database intervene in?
10. What are some of the challenges you are facing in managing your database?
11. What type of help would you need in the management of your database?
12. Are you willing to share your database with us for the purpose of creating a West Africa-wide database of CSOs working in the field of peace and security?
E. LIST OF INSTITUTIONS AND STAKEHOLDERS CONSULTED
DURING THE MAPPING PROCESS

List of Key Stakeholders who will be Consulted in Abuja & Accra

1. ECOWAS Peace Fund;
2. All Directorates of PAPS;
3. ECOWAS Communication Centre;
4. CDD;
5. WANEP Regional;
6. WACSI;

1- E-MAILS CONTACTED

At the very beginning of the exercise, 254 emails were sent and 71 bounced e-mails received

Then, after we received the list of WACSOF and National Platform coordinators, we sent an email to 35 contacts and received 6 bounced emails.

But only the coordinators from Senegal, Niger and Guinee Bissau and Togo responded with the list of CSO requested.

We also made phone calls to the others but could only talk to the coordinators from Benin and Liberia. They promised to send their list but so far nothing was received.

The table below shows the total number for each item.

<table>
<thead>
<tr>
<th>E-mails Sent</th>
<th>Bounced E-mails</th>
<th>Questionnaires Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>320</td>
<td>77</td>
<td>60</td>
</tr>
</tbody>
</table>

FRENCH SPEAKERS (131)
masarankd@yahoo.fr, aema_mali@yahoo.fr, fatimafip@yahoo.fr, syattarra@yahoo.fr, zenmaiga@yahoo.fr, acisse@wanep.org, womenadvocate@yahoo.com, Notregrenier01@yahoo.fr, Cosopci_programmes@yahoo.fr, afjci@yahoo.fr, Playdoo_ci@yahoo.fr, repsfecoci@yahoo.fr, raidh@aviso.ci, sosexclusion@yahoo.fr, Centre_feminin@yahoo.fr, ofaci@aviso.ci, asapsu@hotmail.com, info@riof.org, Ai3d_rh@yahoo.fr, wildafci@yahoo.fr, e2kfg@yahoo.fr, info@cndhci.net, Apdh_apdh@yahoo.fr, csokoury@yahoo.fr, Cau_ci@caramail.com, reseau.cauci@gmail.com, fiacucci@yahoo.fr, any_bertin@yahoo.fr, iddh@cerap-
ENGLISH SPEAKERS (123)
Electoralreform2001@yahoo.com, theodora@fosda.net, info@fosda.net,
afi@fosda.net, sulemana@mfwa.org, womenpeaceinitiative@gmail.com,

2- BOUNCED E-MAILS

FRENCH SPEAKERS (37)

Centre_feminin@yahoo.fr, atimafip@hotmail.com, info@cndhci.net, Cau_ci@caramail.com,
cfrong_benin@yahoo.fr,info@ind.advocacy.project.org, info@acenigeria.org,
atimafip@hotmail.com, info@cndhci.net, Cau_ci@caramail.com, wildafci@yahoo.fr,
e2kfq@yahoo.fr, Morgane14@yahoo.fr, syattarra@yahoo.fr,
Marchemondialedesfemmes@yahoo.fr, malao_senegal@yahoo.fr, Notregrenier01@yahoo.fr,
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pfopci@yahoo.fr, hadjadeo@yahoo.fr, Centre_feminin@yahoo.fr, fecsda@orange.org,
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