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ESTADOS DA AFRICA OCIDENTAL**

**ECONOMIC COMMUNITY OF  
WEST AFRICAN STATES**



**COMMUNAUTE ECONOMIQUE  
DES ETATS DE L'AFRIQUE  
DE L'OUEST**

# **ECOWAS CONFLICT PREVENTION FRAMEWORK (ECPF)**

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**2017-2020 ACTION PLAN**

**FOR THE WOMEN, PEACE AND SECURITY COMPONENT**

**February, 2017**

## I. INTRODUCTION

1. The ECOWAS Conflict Prevention Framework (ECPF) was adopted by the ECOWAS Mediation and Security Council in January 2008 to provide ECOWAS Member States with an operational framework for Conflicts in the ECOWAS region. It aims to incorporate conflict prevention into ECOWAS policies and programmes and strengthen regional capacities and tools for the prevention of violent conflicts. This Action Plan is based on the "Women, Peace and Security" component of the ECOWAS Conflict Prevention Framework (ECPF). Its main objective is to translate and develop this specific ECPF component into an Action Plan. The inclusion of Women, Peace and Security as a component of the ECPF provides a unique opportunity to address issues of women's exclusion at several levels in West Africa. The very incorporation of this issue partly demonstrates ECOWAS' commitment to an agenda that defines security from the perspective of the security needs of the people in the region.

2. This introductory part, which precedes the detailed Action Plan, has two main objectives. The first is to provide an overview of the context in which the ECPF component is being transformed into an Action Plan. The general debate on the role of women in peace processes is demonstrated by the attempts to consolidate the United Nations Security Council Resolution 1325 (UNSCR) 1325 on Women, Peace and Security, including the adoption of 3 UN Resolutions between 2008 and 2009, shortly after the adoption of the ECPF. The second is to develop a critical analysis of the ECPF as it is linked to the agenda for women, outlining the opportunities and difficulties to translate this instrument into a workable programme for women in West Africa.

### **The Global Challenge of Assigning a Greater Role to Women in Peace and Security**

3. The challenges facing the Women, Peace and Security component of the ECOWAS Conflict Prevention Framework are not limited to the West African region. These difficulties can be found on three basic issues. The first is related to structural stakeholders that enhance discriminatory attitudes towards women in all walks of life. These structural stakeholders invariably relate to the treatment of women in armed conflict situations, particularly when the State traditionally pays little or no attention to structural inequalities that continue to perpetrate various forms of abuse against women. The failure or inability of the stakeholders involved in this sector invariably supports the culture of gender-based violence in armed conflict situations. West Africa has experienced several elements of such abuses during the civil wars in Liberia, Sierra Leone, Guinea-Bissau, Côte d'Ivoire and during civil conflicts in countries such as Nigeria and Senegal. These structures also remain unquestioned, even in situations that are not necessarily situations of open armed conflict. The second issue is related to poor or inadequate policy responses to structural inequalities that support gender-based violence. The third factor, which is also related to the first two problems, concerns the low representation of women and their concerns in initiatives aimed at responding to armed conflict situations worldwide.

4. For nearly four decades, several commitments, principles, objectives and actions taken in regional, continental and international instruments have been devoted to human and women's rights, including the Convention on the Elimination of All Forms of Discrimination against Women. (CEDAW-1979), the Dakar Platform for Action (1994), the Beijing Platform for Action (1995), African Action Plan to Fast-track the Implementation of **the Dakar and Beijing Action Platforms** for the Advancement of Women (1999), UN Resolution 1325 on Women, Peace and Security (2000) and *The Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa* (2003) and the Solemn Declaration on Gender Equality in Africa (2004). However, generally, a key issue of concern to observers of this process has been the wide gap between policy responses and down-to-earth implementation.

5. Indeed, the initiative designed to find a policy response to the problems of peace and security for women in the world precedes the ECPF by almost a decade. In October 2000, the United Nations Security Council adopted United Nations Resolution 1325 (UNSCR 1325) on Women, Peace and Security. This has been an important step towards mainstreaming women's rights and gender equality into the global agenda for peace and security. It calls upon the UN Member States to ensure gender mainstreaming in conflict prevention and peacebuilding activities and reaffirms the rights of women to be involved in decision-making, access and hold positions of responsibility. Resolution 1325 strongly advocates that women's concerns and programmes on women be placed at the heart of the global security agenda. It provides a framework to guide and coordinate the policies and programmes of key stakeholders, particularly at national level, but also at regional and international levels; to achieve significant improvement in the conditions, roles and contribution of women. Resolution 1325 provides for discussions on the structural foundations of gender inequality in areas that are open to the basic ideas of "Prevention", "Protection" and "Participation" underlying Resolution 1325.

6. However, more than ten years after the adoption of this Resolution, its practical implementation is yet to be felt at grassroots level in the communities and regions where women are still disproportionately affected by armed conflicts and under-represented in peace processes. This achievement partly led to the adoption in 2008 and 2009 of three other UN Security Council Resolutions that can further strengthen Resolution 1325 if properly implemented. UNSCR 1820 on sexual violence in conflict and UNSCR 1888 consolidate this, making provision for the appointment of a Special Representative on violence against women and also focusing on strengthening reporting mechanisms, prevention and response. UNSCR 1889 calls for the development of indicators to measure progress towards the Resolution of women's peace and security issues. In accordance with the request of the Security Council contained in the Resolution, the Secretary-General submitted a report on 6 April 2010 outlining the proposed indicators on women, peace and security. The regional process for the enhancement of the role of women in peace and security through ECPF coincided with this development at the global level. ECOWAS adopted the ECPF in January 2008. ECPF recognizes Resolution 1325 in the articulation of a programme titled "Women, Peace and Security for West Africa". The Action Plan also recognizes the efforts of Member States (Côte d'Ivoire, The Gambia, Guinea, Liberia, Mali, Senegal and Sierra Leone) to develop action plans and strategies to coordinate the implementation of Resolution 1325. In addition, a Regional Forum on the Implementation of UN Security Council Resolutions 1325 and 1820 was held in Dakar from 15 to 17 September 2010. The forum was initiated by the United Nations Office for West Africa (UNOWA), in close collaboration with ECOWAS and the United Nations system. The priority actions identified in the documents resulting from this forum have been incorporated into this Action Plan.

7. Until recently, analysts and professionals working on gender and peacebuilding issues focused mainly on how to integrate an approach to gender or operational and bureaucratic reasons which lead to the seemingly inevitable gap between policy and practice. While these analyses have shed enough light and have been used to strengthen the international community's efforts to implement gender-related programmes in their peacebuilding activities, one of the main problems in this regard and, particularly in relation to Resolution 1325, is that despite the increased advocacy, terms have not been translated into tangible actions likely to transform and strengthen the participation of women. Indeed, recent studies have begun to focus on this problem. Indeed, analysts are now wondering about the assumptions on which Resolution 1325 is based and are asking questions about the capacity and legitimacy of external stakeholders to bring about structural changes linked to gender in countries

affected by conflicts<sup>1</sup>. Considering that gender relations often change during conflicts, there may be in each case, opportunities to reform these relationships based on more equitable lines of action during the consolidation phase. These factors underscore the important role that regional organizations such as ECOWAS can play in using their knowledge to find a solution to the structural weaknesses that remain the causes of attacks on women in armed conflict situations of and beyond.

8. As a regional organization, ECOWAS has been able to understand the security problems facing West African citizens among the multitude of violent conflicts in the region. In its interventions to solve, manage and prevent such conflicts, the dynamics of internal conflicts and its impact on the various grassroots structures, especially women, became all the more evident. It is in its attempt to curb the impact of violent conflicts on women as a group (although differentiated) that ECOWAS has developed legal and normative instruments that have been inspired by continental and international provisions, notably the United Nations Security Council Resolution 1325 (UNSCR 1325). In this regard, the Women, Peace and Security component of the ECPF, which is ECOWAS's largest effort to date, makes direct reference to Resolution 1325, while adapting the relevant provisions of existing ECOWAS instruments, including Article 63 of the Revised ECOWAS Treaty on Women and Development (1975), the Protocol on the Free Movement of Persons, Right of Residence and Establishment (1979), the Protocol relating to Conflict Prevention Mechanism, Management, Resolution, Peacekeeping and Security (1999) and the Supplementary Protocol on Democracy and Good Governance (2001). The ECPF-Women, Peace and Security component is an important step forward for ECOWAS, as it not only addresses issues of preventing the violation of women's rights and the protection of their rights in times of conflict, and related issues, but also highlights the need for women's participation in peace and security at all levels, while addressing some issues of structural change.

9. The ECPF-Women, Peace and Security component is an inclusive policy document, and as such it goes beyond Resolution 1325 in three main ways: First, it calls for structural change that should transform the environment of women in the area of peace and security in the context of a call for a change in laws on policies to prevent the abuse of women's rights; Protection of women; and their participation at all levels of the sphere of peace and security. Secondly, it sets out in detail the clear benchmarks for monitoring progress, including the visibility of women in senior positions on peace and security, adoption of affirmative action policies for women, and the extent of the adoption and implementation of measures designed to combat violence against women in regional and national penal codes. Thirdly, it clarifies the conditions necessary to achieve these objectives, such as the identification of key stakeholders and potential partners, the involvement of the main women's groups, for example the *Network on Peace and Security for Women* in the ECOWAS Region, the Mano River Union and the representatives of the Member States, as well as the necessary expertise and financial resources and the Monitoring and Evaluation Framework.

10. It is within the framework of this systematic approach that the ECPF-Women, Peace and Security component calls for the establishment of an action plan to update its goal and objectives as well as the establishment of well-designed indicators for measuring outcomes.

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<sup>1</sup> For further discussion on these fundamental issues and in particular to what extent UNSCR 1325 addresses the structural foundations of gender inequality, see 'Funmi Olonisakin, Karen Barnes and Eka Ikpe (eds.), *Women, Peace and Security: Translation from Policy into Practice*, 2010. London and Boston: Routledge, 2010.

## **Opportunities and Challenges Presented by the ECPF**

11. The ECPF conveys several important factors. First, it stresses the importance of placing women at the centre of peace and security issues. Secondly, it expresses the need to find a solution to the structural factors underlying the exclusion of women. Thirdly, it affirms the importance of ensuring the strategic engagement of women in peace and security issues at the decision-making level.

12. Notwithstanding these visibly progressive messages, the language of the Women, Peace and Security component does not always carry a strategic commitment. Despite the importance of emphasizing the high level of gender-based violence and its strong impact on women and girls, it is also necessary to strike a balance between this reality and the understanding of the relationship between women, peace and security that goes beyond being a victim.

13. Another factor that challenges the emphasis on women's strategic commitment is the apparent 'all-embracing' composition of the component. It goes beyond the field of peace and security and seems at times to grasp gender inequality in a broader way, by including, for instance, girls' education. Girls' education is vital to ensure that women have the opportunity to be more strategically committed. However, instead of reflecting a broad statement of girls' education, the component could seek to facilitate the development of school curricula which emphasize gender analysis right from basic education levels in the sub-region. This action plan aims to balance this situation.

14. In spite of the apparently strategic issues addressed by the ECPF in the document, reflecting the following: the state of knowledge; visibility; enhancing standards and policies; enhancing programmes; and resource mobilisation. It is in these areas that this work plan seeks to provide some clarifications.

### **About this Action Plan**

This Action Plan strives to achieve two main objectives:

- Provide further clarification on the goals, objectives and factors favourable to the Women, Peace and Security component of the ECPF
- Identify and qualify the overall objective in much more strategic language

15. Eight main outcomes have been identified to reflect the key strategic objectives highlighted by the ECPF-Women, Peace and Security component. Factors that will produce these outcomes are briefly described in each outcome along with the priority activities through which the said outcomes will be produced. The main activities and indicators as well as the main actors, the budget and the deadlines are outlined in the work plan based on each thematic issue presented in the five main conclusions.

### **16. The Action Plan, outlined in this document, focuses on several issues:**

- While there is a range of activities to be undertaken, such activities need to be supported by significant policy activities at all levels
- The activities involve mutual enrichment and co-operation between departments
- An equally fundamental factor in the activities related to the various outcomes is that this ECPF component goes far beyond the scope of peace and security and suggests a wider focus, at least in terms of focusing on Policy, issues of gender-based discrimination and gender-

based violence generally. The realization of gender equality generally will undoubtedly strengthen the work and aspirations of women in the area of peace and security.

- This Action Plan also envisages partnership and collaboration with existing expert institutions and civil society in West Africa and around the world

## ECOWAS ACTION PLAN FOR WOMEN, PEACE AND SECURITY 2017-2020

OVERALL OBJECTIVE : IMPROVE THE INVOLVEMENT OF WOMEN IN THE ARCHITECTURE OF PEACE AND SECURITY IN THE ECOWAS REGION FOR THE IMPLEMENTATION OF THE ECPF

Overall objective : Improve the involvement of women in the architecture of peace and security in the ECOWAS region						
Objectives	Activities	Indicators	Leaders/partners/stakeholders	Budget	Timeframe	Potential partners
<b>OUTCOME 1: CONSOLIDATION OF THE KNOWLEDGE ON THE ROLE AND CONTRIBUTION OF WOMEN IN CONFLICT PREVENTION AND RESOLUTION, PEACE AND SECURITY CONSOLIDATION IN HUMANITARIAN INITIATIVES</b>						
<b>Objective 1 :</b>  Research findings from the study on the gender-specific impact on women of violent conflicts in the ECOWAS security architecture to be documented, published and used by ECOWAS agencies, national governments and civil society in West Africa	1. Carry out a detailed study into women and security and their role in the ECOWAS peace and security architecture  2. Map the contribution of women in the area of peace and security in past and present West Africa  3. Develop the ECOWAS draft report based on benchmarks and schematic studies  4. Hold a meeting to examine the benchmarks and schematic studies  5. Publish the ECOWAS report on the situation of women regarding peace and security in West Africa  6. Publish the report in a Forum on policy and through main ECOWAS and civil society calendar events	Number of baseline surveys and mapping exercises carried out  Number of reports published and distributed mainly in West Africa  Number and status of people using the Documentation Centre	Dept of Social Affairs and Gender  Dept of Political Affairs, Peace and Security  ECOWAS member-states  NGO, REPSFECO, ROAJELF	Expenditure on personnel @ 75.000 \$US x 3 years = 225.000 \$US  190.000 \$US  190.000 \$US  150.000 \$US  20.000 \$US  100.000 \$US  20.000 \$US	April 2017  June 2017  Sept 2017  Oct 2017  Dec 2017  <hr/> As from Nov 2017	AU  Regional organisations  UNO agencies  Bilateral partners  Development partners

<b>Objective 2 :</b>  Set up a database of the participation of women in the architecture of peace and security in all ECOWAS Member-states	1. Set up a Documentation Centre for research into issues relating to women, peace and security	Database of the participation of women in the architecture of peace and security in all ECOWAS Member-states	Directorate of Communication and Library Unit  CCDG  ECOWAS Directorate of Peace and Security			
<b>Objectives</b>	<b>Activities</b>	<b>Indicators</b>	<b>Leaders/partners/ stakeholders</b>	<b>Budget</b>	<b>Timeframe</b>	<b>Potential partners</b>
<b>OUTCOME 2: STRENGTHENING IN WEST AFRICA OF THE ROLE, VISIBILITY AND IMPACT OF WOMEN ON ISSUES OF PEACE AND SECURITY</b>						
<b>Objective 1 :</b>  Before 2015, ECOWAS Member-states made use of Women, Peace and Security Action Plans to promote the implementation of Resolutions 1325, 1820, 1888 and 1889 of the UN Security Council  Baseline surveys of countries using the national Action Plans for Resolution 1325	1. Recruit a consultant to conduct the capacity-building workshop in partnership with experts, stakeholders and civil society regarding the policy and planning of the Resolution on Women, Peace and Security (RCSNU 1325, 1820, 1888, 1889)  2. The synergy created by sharing experiences and lessons learned between Member-states using the Action Plans and those intending to develop them (peer-pressure strategy)  3. Organise targeted advocacy campaigns and deployment of resources to encourage the countries to take steps towards to developing and implementing their Action Plan	Number of women trained on the development of Action Plans  <u>Number of working plans created for the development of Action Plans on Women, Peace and Security (WPS)</u>  Percentage of Member-states <u>using</u> Action Plans which are currently being implemented	Dept of Human Development and Gender  Department of Political Affairs, Peace and Security  ECOWAS Member-states  REPSFECO ROAJELF	80.000 \$US  190.000 \$US  20.000 \$US  30.000 \$US  60.000 \$US	January 2018 to June 2018	AU  UNO agencies  Bilateral partners (Norway, UK, Sweden, Denmark, Spain and Finland – all countries using Women, Peace and Security Action Plans)  Development partners



<p><b>Objective 2 :</b></p> <p>Resolutions 1325, 1820 <u>1888, 1889, 2106, 2242, 2250</u> to be publicised and to become widely known at all levels</p>	<p>1. Inform and make women aware of Resolutions 1325, 1820, <u>1888, 1889, 2106, 2242, 2250</u></p> <p>2. Translate resolutions 1325, 1820, <u>1888, 1889</u> into national languages</p> <p>3. Publicise resolutions 1325, 1820, <u>1888, 1889, 2106, 2242, 2250</u> in ECOWAS Member-states (ministerial departments, OSC etc)</p>	<p>Number of women informed and made aware of resolutions 1325, 1820, <u>1888, 1889, 2106, 2242, 2250</u></p> <p>Number of languages into which the resolutions have been translated</p> <p><u>Number of stakeholders who have benefited from this activity</u></p>	<p>Dept of Human Development and Gender; Dept of Political Affairs Peace and Security</p> <p>REPSFECO ROAJELF</p> <p>ECOWAS Ministries with responsibility for issues of gender/ family/women's issues</p>	<p>150.000 \$US</p> <p>150.000 \$US</p> <p>100.000 \$US</p>	<p>Janvier 2018 à Décembre 2018</p>	<p>AU</p> <p>UNO agencies</p> <p>Bilateral partners (Norway, UK, Sweden, Denmark, Spain and Finland – all countries using Women, Peace and Security Action Plans)</p>
<p><b>Objective 3 :</b></p> <p>The number of women occupying positions of responsibility in the ECOWAS Commission and ECOWAS institutions is to increase in conformity with the ruling on gender parity by the AU Assembly of Heads of State and Governments held July 2002 in Durban, South Africa</p>	<p>1. Take policy measures to make parity compulsory in high-level posts dealing with peace and security in the ECOWAS Commission and institutions</p> <p>2. Implement a mechanism to monitor and set out reports on the progress towards recruiting competent women to key posts in the ECOWAS Commission and all other institutions, and establish standing commissions to supervise the process</p> <p>3. Advocate for the nomination of women from ECOWAS Member-states to take part in training etc</p>	<p>Principle of gender parity adopted and implemented within ECOWAS institutions and Commission</p> <p>Number of women in high-level decision-making posts in the ECOWAS Commission</p> <p>Data broken down by gender on recruitment to ECOWAS institutions and Commission</p> <p>Number and expertise of women on the list</p>	<p>Dept of Social Affairs and Gender, Dept of Political Affairs, Peace and Security and Dept of Administration and Finances</p> <p>ECOWAS Parliament</p> <p>Partnership with expert organisations, eg WIPSEN, WACSI-AFRICA, WACSO, ALC, REPSFECO, ROAJELF</p>	<p>200.000 \$US</p> <p>50.000 \$US</p> <p>190.000 \$US</p>	<p>Publicising of the additional Act 2018</p> <p>ECOWAS consultations Feb 2018- Jan 2019</p> <p>Supervision for July 2018 onwards</p> <p>Work of the Commission for Establishing Repertoire – May 2017</p>	<p>AU</p> <p>Regional organisations</p> <p>UN agencies</p> <p>Bilateral partners</p> <p>Development partners</p>

	<p>5. Support training and retraining programmes through internships and scholarships to build competence in issues of peace and security</p> <p>6. Build aspects of peace and security into certain ECOWAS priority sectors such as food security, agriculture, commerce, mineral resources, energy, health and education.</p>	<p>Number of women trained and/or retrained</p> <p>Number of internships and scholarships granted</p> <p>Adoption and implementation of the strategic action plan for gender integration</p>	<p>Collaboration with mentoring and leadership programmes, for example African Leadership Centre (ALC); Kofi Annan Institute; Institutes for Conflict Prevention; ALMD; Thinktank for African Women Leaders, University of Dakar, ECOWAS/King's College London scholarships</p>	<p>20.000 \$US</p> <p>190.000 \$US</p> <p>20.000 \$US</p>	<p>Assessment of requirements for training, training institute programming and progress made, from November 2017 onwards</p> <p>Commencement of training from March 2018</p>	
<p><b>Réalisation 4 :</b></p> <p>The number of women occupying posts of responsibility at all levels of institutions in the region regarding issues of peace and security is to increase in conformity with the ruling on gender parity by the AU Assembly of Heads of State and Governments held July 2002 in Durban, South Africa</p>	<p>1. Adopt policies developed by the ECOWAS Commission making it compulsory to achieve gender parity in all posts of responsibility regarding peace and security at all levels among Member-states</p> <p>2. Put into place a supervisory mechanism for the writing of reports on the recruitment of women to key decision-making posts.</p> <p>3. Make available to Member-states the list of women experts on the ground in order to guarantee their regular hire in their countries; and the publication of this list.</p>	<p>Member-states have gender parity policies which are in the process of being implemented</p> <p>Number of women in high-level decision-making posts</p> <p>Itemised data on recruitment of women regarding as to the number agreed of key decision-making posts</p> <p>Number of women on the list Number of women recruited</p>	<p>Dept of Social Affairs and Gender and Dept of Political Affairs, Peace and Security (PAPS)</p> <p>ECOWAS ministries with responsibility for issues of gender/family/women's issues, the national Parliament</p>	<p>190.000 \$US</p> <p>190.000 \$US</p>	<p>Nov 2018</p>	<p>AU</p> <p>Regional organisations</p> <p>UN agencies</p> <p>Bilateral partners</p> <p>Development partners</p>

	<p>5. Provide support to Member-states through scholarship, internship, training and retraining programmes to create a larger recruitment pool for competent women in the domain of peace and security.</p> <p>6. Establish directives for putting in place better structures (in accordance with the International Labour Organisation) for working mothers and flexible working conditions at high level for application in West Africa.</p>	<p>Number of women trained or retrained</p> <p>Number of scholarships and internships granted</p>	<p>REPSFECO ROAJELF Mano River Union</p> <p>Work with partner institutions</p> <p>Collaborer avec les institutions partenaires</p> <p>ECOWAS HR Department should take the initiative to formulate directives</p>	<p>30.000 \$US</p> <p>250.000 \$US</p> <p>150.000 \$US</p>		
<p><b>Objective 5 :</b></p> <p>ECOWAS scholarship and internship programmes for young women in cooperation with Higher Education institutions and the private sector to be set up and made operational</p>	<p>1. Index existing programmes and establish viable partnerships with quality study programmes for ECOWAS young women</p> <p>2. Establish the level of training to conduct and fund the programme of scholarships (with or without diploma, or both)</p> <p>3. Establish progression routes from study programmes into recruitment opportunities in institutions working for peace and security in the case of all ECOWAS institutions and West Africa</p>	<p>Number of study programmes for young women made operational with ECOWAS</p> <p>Number of graduates from study programmes for women over a five year period</p> <p>Number of collaborations between study programmes for women and opportunities at institutions active in the domain of peace and security</p>	<p>ECOWAS Commission Dept of Social Affairs and Gender/APPS/ Political Affairs</p> <p>ROAJELF</p> <p>ECOWAS Member-state ministries with responsibility for gender, family and women's issues</p> <p>Use the existing agreements between ECOWAS and the partner training organisations: ECOWAS, KCL and ALC; make</p>	<p>150.000 \$US</p> <p>20.000 \$US</p> <p>1.800.000 \$US</p>	<p>Complete the schedule mapping by April 2017, arrange a meeting about the mapping that exists and the potential mapping before May 2017.</p> <p>Agree an action plan for possibilities identified before June 2017</p> <p>Agree objectives to achieve by July 2017 Get the training underway before October 2017</p>	<p>AU</p> <p>Regional organisations</p> <p>UNO agencies</p> <p>Bilateral partners</p> <p>Development partners</p>

			new connections to fill the gaps identified by the schedule mapping			
<b>Objective 6 :</b>  Women are to be recruited in the army and other security agencies, and their active participation in the ECOWAS standby force (ESF) is to be improved through reforms and practical measures	1. Codify documentation emanating from the ECOWAS Commission and Member-states regarding recruitment, retention and promotion of women in the ranks and leadership concerning their civil and military capacities, within the framework of the military and security components of the ECPF  2. Initiate a draft law to increase the participation of women in peacekeeping agencies and security institutions  3. Undertake lobbying and advocacy for an increase in the participation of women in peacekeeping agencies and security institutions  4. Revise laws concerning military, police and marine academies that are discriminatory in the way that they target women, within the context of reforming the security sector  5. Provide training and awareness to civil, military, police, humanitarian and response personnel in order to build gender perspectives into the process of achieving and building peace  6. Put in place a committee to develop a mechanism to examine and supervise the	Documentation updated and made readily available on the situation of women in military and security agencies  Number of women recruited to the ESF and agencies keeping peace and security in the Member-states, as much in the military component as the civil  Number and length of service among women recruited to the ESF and security agencies in Member-states  Civil to military ratio of women recruited to the ESF  Existence of laws and legislation  Number of SSR documents incorporating this dimension  Number of trained personnel in the region	PAPS/Dept of Political Affairs; ECOWAS Parliament, Court of Justice  ESF in partnership with groups with expertise and a track-record of engagement with West African military institutions and the role of women, for example FIDA and WILDAF  ECOWAS ministries with responsibility for issues of gender/family/women's issues	USD 30.000  190.000 \$US  30.000 \$US  190.000 \$US  30.000 \$US  30.000 \$US	Launch the codification of documents in 2017  Consultations from March 2017 onwards  From March 2017 onwards	AU/ACHPR  Regional organisations  UN organisations  Bilateral partners  Development partners

	situation of women in the ECPF's military and security components					
Objectives	Activities	Indicators	Leaders/partners/stakeholders	Budget	Timeframe	Potential partners
<b>OUTCOME 3 :</b> <b>REGIONAL AND NATIONAL MECHANISMS FOR THE PROTECTION OF WOMEN ARE ENHANCED</b>						
<b>Réalisation 1 :</b>  The draft legal framework that will fill in the gaps causing discrimination to women in all its forms is to be worded and adopted (particularly: rights to inheritance and assets, the dehumanising effect of cultural practices, the pay gap, forced marriage, child labour, girls' education and women's literacy).	<p>1. Scrutinise the policy instruments used by Member-states and systematically explore the socio-cultural foundations of discrimination towards women and propose an improvement strategy.</p> <p>2. Hold assessment meetings between the ECOWAS Commission, the Member-states and civil society in order to examine the weaknesses in approach and recommend effective policy frameworks.</p> <p>3. Set a timeframe for developing the document for the regional legal framework.</p> <p>4. Organise a briefing session aimed at ECOWAS Commission heads</p> <p>5. Organise advocacy in the Member-states to revise legislation that perpetuates discrimination towards women on the issues cited</p> <p>6. Put forward an implementation plan and a monitoring mechanism for use by Member-states and civil society</p>	<p>The legal framework intended to combat discrimination against women is adopted and implemented by Member-states</p> <p>Number of revised pieces of legislation</p> <p>Number of information sessions and meetings organised to raise awareness</p>	<p>ECOWAS Commission Department of Social Affairs and Gender/PAPS/ Political Affairs, Legal Affairs Directorate</p> <p>ECOWAS Parliament/ Court of Justice</p> <p>ECOWAS Member-states</p> <p>In cooperation with civil society partners</p>	<p>200.000 \$US</p> <p>150.000 \$US</p> <p>20.000 \$US</p> <p>150.000 \$US</p> <p>30.000 \$US</p> <p>20.000 \$US</p>	<p>Launch of the general information document in Jan 2018</p> <p>June to Oct 2018</p> <p>March. 2018</p> <p>March 2018</p> <p>Ongoing from Jan 2018</p> <p>March 2018</p>	<p>AU /CADHP</p> <p>Regional organisations</p> <p>United Nations agencies</p> <p>Bilateral partners</p>

<b>Objective 2 :</b>  The regional strategy against gender-based violence (GBV) is worked out and adopted	1. Conduct an analysis of the national and international strategies that exist to counter GBV, such as they are applied by all the parties concerned, in order to detect the main inadequacies and formulate recommendations for effective policy approaches against GBV.  2.  2. Develop an Action Plan to put into practice the most effective practices against GBV in the region.	Adoption and practical implementation of measures to prosecute perpetrators of violence against women by means of national and regional penal codes.  Number of gender-based discriminatory practices across the region that have been reported and prosecuted	ECOWAS Commission Dept of Human Development and Gender/PAPS/ Political Affairs  ECOWAS Parliament; Court of Justice  ECOWAS Member-states  In cooperation with civil society partners	20.000 \$US  190.000 \$US  20.000 \$US	April 2018  Jan 2018  Launch of the development of the Action Plan additional act in March 2018 at the latest	AU / UNO African UNITE campaign  Regional organisations  United Nations agencies  Bilateral partners  Development partners
<b>Objective 3 :</b>  Legislative and legal measures are to be reinforced, along with training and awareness-raising on the subject of GBV in the Member-states.	1. Examine the impact of customs and sociocultural practices on GBV in the Member-states in order to establish a basis in reason for committing resources to raise awareness about the fight against GBV through legal and legislative reforms.  2. Facilitate legislative reforms and effective access for women to legal and judicial services, including legal aid  3. Conduct large-scale campaigns to raise awareness on the legislative provisions regarding GBV in both Member-states and the ECOWAS area, stressing	The legal framework intended to combat discrimination against women is adopted and implemented by Member-states  Number of individuals (statistics for men/women), state and non-state actors reached by awareness-raising activities  Number of countries that have incorporated GBV into their curricula	ECOWAS Commission Dept of Human Development/ Political Affairs, Peace and Security, ECOWAS Parliament, ECOWAS Court of Justice, Directorate of Legal Affairs  ECOWAS Member-states	30.000 US  30.000 \$US  30.000 \$US	June 2017  As from March 2017  March to December 2017	African Commission on Human and People's Rights  Women of ECOWAS Member-states (NGOs, political parties)  Regional organisations  United Nations agencies

<p><b>Objective 4 :</b></p> <p>Structures designed to combat GBV including protection and support for victims in the sectors of justice, health and education are to be in place</p> <p><b>Objective 5:</b></p> <p>The capacity of regional and national penal codes is to be reinforced so that they are able to implement practical measures to prevent cases of violence against women or bring them to the courts</p>	<p>particularly the community level and community organisations.</p> <p>4. Incorporate information on legislation on GBV into education systems at all levels in the Member-states</p>		<p>ECOWAS Member-state Parliamentarians</p> <p>Judges and paralegals (lawyers, officers of the judicial police)</p> <p>Work with regional and national groups in civil society</p> <p>ECOWAS Member-states</p> <p>REPSFECO, ROAJELF FIDA, MARWOPNET WILDAF</p>	<p>20.000 \$US</p> <p>150.000 \$US</p> <p>20.000 \$US</p> <p>30.000 \$US</p> <p>100.000 \$US</p>	<p>As from Jan 2017</p>	<p>Bilateral partners</p> <p>Development partners</p>
	<p>1. Advocate the establishment of legal aid clinics</p> <p>2. Ensure that the legal aid is followed up by existing protection mechanisms (ECOWAS Court of Justice, African Court of Justice, ECOWAS Parliament, African Commission on Human and People's Rights)</p> <p>3. Provide victims with psychological and financial support as well as providing medical and legal services</p> <p>1. Provide training for judges and paralegals (lawyers, officers of the judicial police) and other state and non-state actors on the prevention, protection, prosecution and deterrence of acts of sexual violence</p>	<p>Number of women who have benefitted from structures set up to oppose GBV, for example legal aid clinics, medical assistance etc</p> <p>Number of cases of violence against women/girls that are reported and brought to justice</p> <p>Number of judges and paralegals (lawyers, judiciary police officers) and other state and non-state actors who have gone through capacity-building so that they can put measures in place to prevent cases of violence against women or bring them to the courts</p> <p>Number of ECOWAS Member-states making use of training and awareness-raising programmes aimed at women and girls</p>				

<p><b>Objective 6 :</b></p> <p>Positive discrimination policies are to be put in place in the Member-states in order to reinforce girls' education, and women's literacy and numeracy</p>	<p>1. Review, codify and update databases, incorporating information on literacy and numeracy as well as school attendance rates and achievement rates for boys and girls</p> <p>2. Map out the gender-based issues that girls face in particular and develop policies and response programmes, for example what becomes of girls' education in cases of pregnancy, early marriage, child labour, abuse and sexual harassment</p>	<p>Rates of introduction to literacy and numeracy among women and men in West Africa</p> <p>Rates of school attendance and achievement among boys and girls in primary and secondary educational establishments</p> <p>Number of girls and boys not attending school</p> <p>Number of girls benefitting from access to counselling and recovery services owing to abuse and sexual harassment</p> <p>Number of prosecutions against the perpetrators of discrimination including sexual harassment</p>	<p>Dept of Human Development and Gender, Dept of Political Affairs Peace and Security, ECOWAS Parliament, Court of Justice</p> <p>FAWE</p> <p>UNGEI</p> <p>Work with regional and national groupings in civil society</p> <p>REPSFECO, ROAJELF FIDA, MARWOPNET WILDAF</p>	<p>30.000 \$US</p> <p>30.000 \$US</p> <p>190.000 \$US</p>	<p>Receive the work and related materials as from March 2017</p> <p>Consultation with the main stakeholders from April 2017 onwards</p>	<p>AU</p> <p>Regional organisations</p> <p>United Nations agencies</p> <p>Bilateral partners</p> <p>Development partners</p>
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Objectives	Activities	Indicators	Leaders/partners/ stakeholders	Budget	Timeframe	Potential partners
<b>OUTCOME 4 :</b> <b>CAPACITY-BUILDING TAKES PLACE IN LEADERSHIP AND STRATEGIC ENGAGEMENT ON PEACE AND SECURITY ISSUES, AS WELL AS IN THE COMPETENCIES OF WOMEN'S ORGANISATIONS IN WEST AFRICA REGARDING NEGOTIATION, MEDIATION AND SETTLING DISPUTES</b>						
<b>Objective 1 :</b>  Capacity-building takes place in women's organisations regarding leadership and strategic engagement, including organisational management	<p>1. Conduct a review of the nature and scope of existing programmes in the area of peace and security and identify the main weaknesses regarding the objectives of the WPS component of the ECPF</p> <p>2. Map the women's organisations tackling issues of peace and security in West Africa, with an emphasis on transnational community initiatives</p> <p>3. Identify women's organisations on the basis of established criteria, as well as the processes to initiate with such programmes</p> <p>4. Strengthen and support existing networks in order to create bonds between women's organisations and governmental/non-governmental ECOWAS organisations, including media supporting peace and security</p> <p>5. Organise interactive workshops on the evaluation of needs with organisations and the domains of appropriate programmes to identify</p> <p>6. Develop a working plan for the implementation of priority actions and identify the organisations suited to deliver these programmes in the light of existing</p>	<p>Number of women's organisations dedicated to peace and security issues in West Africa.</p> <p>Number of women's organisations based in ECOWAS Member-states that have benefitted from organisational capacity-building</p> <p>Number and kind of actions carried out by women's organisations in order to incorporate the dimension of gender into peace and security processes at local, national and regional levels in West Africa</p>	<p>30.000 \$US</p> <p>30.000 \$US</p> <p>30.000 \$US</p> <p>30.000 \$US</p> <p>2 x 190.000 \$US</p>	<p>Dept of Human Development and Gender, Dept of Political Affairs Peace and Security</p> <p>Work with groups of women experts known in West Africa: WIPSEN Africa, and organisations in WACSO, REPSFECO, ROAJELF, NAWOJ</p> <p>Work with civil society partners</p> <p>In partnership with civil society actors</p>	<p>April to June 2017</p> <p>July to September 2017</p> <p>October 2017 at the latest</p> <p>Ongoing commitment from January 2017</p> <p>As from March 2017</p>	<p>AU</p> <p>Regional organisations</p> <p>United Nations agencies</p> <p>Bilateral partners</p> <p>Development partners</p>

	programmes such as early warning mechanism, or else launch new programmes.		20.000 \$US			
<b>Objective 2:</b>  Civil society will develop and deliver programmes in the Member-states to promote women, resulting in building the capacity of women's organisations regarding negotiation, mediation and settling disputes, including support for the process of home-grown conflict resolution	<p>1. Identify those groups in civil society and media organs in Member-states that are involved in programmes of negotiation and dispute resolution which particularly facilitate the contribution of women to the process</p> <p>2. Facilitate forums that can bring these groups together with the Ministries of Women/Gender/Family, and government bodies dealing with negotiation, mediation and settling disputes in the Member-states.</p> <p>3. Facilitate exchange programmes between civil society groups and media working in conflict resolution, negotiation and mediation, with an emphasis on the role of women in the Member-states</p> <p>4. Develop a programme for getting women involved in negotiation, mediation and conflict resolution, including community-based initiatives in West Africa</p> <p>5. Document the experiences and the best practices and establish a connection between them and possible sources of financial support and organisational development</p>	<p>Number of effective and efficient programmes promoting the role of women in negotiation, mediation and conflict resolution in the Member-states</p> <p>Number of advisory forums organised</p> <p>Number of exchange programmes organised</p> <p>Number of women present in delegations formed in order to negotiate, ensure mediation and settle disputes at international, regional, national and community levels</p> <p>Number of women in high-ranking and grassroots roles in each Member-state that have undergone capacity-building in terms of mediation, negotiating</p>	<p>Dept of Human Development and Gender, Dept of Political Affairs, Peace and Security</p> <p>Women in ECOWAS Member-states (NGOs, political parties etc)</p> <p>REPSFECO, WIPSEN –Africa, WACSO</p> <p>ECOWAS Member-states</p> <p>Centre for Peace and Security, Mali, Kofi Annan Centre, ACCORD, Yakubu Gowon Centre,</p>	<p>USD 30,000</p> <p>2 x 190.000 \$US</p> <p>30.000 \$US</p> <p>20.000 \$US</p> <p>20.000 \$US</p>	<p>July-Sep 2017, to coincide with the mapping of organisations</p> <p>Interactive forums February-March 2017</p> <p>Gradually from July 2017</p> <p>As from April 2017</p> <p>Gradually from July 2017</p>	<p>AU</p> <p>Regional organisations</p> <p>UNO agencies</p> <p>Bilateral partners</p> <p>Development partners</p>

	<p>6. Hold a training workshop aimed at women mediators at both high-ranking and grassroots levels concerning mediation, negotiating techniques, advocacy and lobbying, and conflict resolution</p> <p>7. Call on traditional authorities to play a role in conflict resolution and educate traditional mediators (men and women) on resolutions 1325 and 1820</p>	<p>techniques, advocacy and lobbying and conflict resolution</p> <p>Number of conflicts being brought to a peaceful conclusion using local conflict resolution procedures</p> <p>Number of traditional mediators who have received training and have a good knowledge of resolutions 1325 and 1820, <u>2106, 2242, 2250</u></p>	<p>Extrajudicial Conflict Resolution, Abuja, Institute of Human Rights, Dakar</p> <p>Traditional chiefs</p>	<p>30.000 \$US</p> <p>20.000 \$US</p>		
<p><b>Objective 3:</b></p> <p>Implementation of practical measures to promote women's organisations and transnational and community-based initiatives, including programmes to combat people-trafficking, HIV/AIDS and STIs in the Member-states</p>	<p>1. Facilitate the formation of working parties sharing members from the governments of Member-states and women's organisations working on transnational and community-based initiatives</p> <p>2. Facilitate data-gathering by women's organisations in relation to these issues, as well as information originating from State sources</p> <p>3. Reinforce links, training and advocacy between women's organisations working on transnational and community-based initiatives at different levels of administration, according to the scope of their work</p>	<p>Number of working parties and initiatives created between the Member-states and civil society organisations</p> <p>Creation of a database</p> <p>Number of women trained</p>	<p>Focal point, Dept of Human Development and Gender, Dept of Free Circulation and Dept of Civil Society</p> <p>Work with expert groups and networks which can offer frameworks and appropriate models</p>	<p>30.000 \$US</p> <p>190.000 \$US</p> <p>2 x 190.000 \$US</p>	<p>Formation of working parties between now and June 2017</p> <p>Training seminar on gathering appropriate data and approaches to documentation - March 2017</p> <p>Interactive workshops – April 2017 and Sep 2017</p>	<p>AU</p> <p>Regional organisations</p> <p>UN agencies</p> <p>Bilateral partners</p> <p>Development partners</p>

Objectives	Activities	Indicators	Leaders/partners/ stakeholders	Budget	Timeframe	Potential partners
<b>OUTCOME 5 : PROMOTION OF THE CULTURE OF PEACE AND STRENGTHENING OF SUPPORT FOR POST-CONFLICT ECONOMIC REDRESS</b>						
<b>Objective 1:</b>  Institutionalisation of the preventive culture of peace in secondary and University education in Member-states	1. Put in place a regional network of peace clubs for students in secondary school and University  2. Develop and publicise practical tools for bringing gender perspectives into conflict prevention work	Percentage of the national network of peace clubs which are members of the regional network of peace clubs  Number of Member-states that are aware of the tools  Number of public information programmes, games and competitions between schools on peace-teaching	Dept of Human Development and Gender, Dept of Political Affairs, Dept of Peace and Security, Directorate of Education  Regional youth groups  ECOWAS Centre for Youth and Sports Development (CDJS)  ECOWAS Centre for Gender Development (CCDG)	30.000 \$US  60.000 \$US	June 2017  Gradually from November 2017	UN agencies  Bilateral partners  Development partners  Private sector
<b>Objective 2:</b>  Guarantee of training and other support for income-generating activities	1. Conduct an analysis of the role of gender in the planning and execution of post-conflict rehabilitation and reintegration programmes  2. Guarantee technical support for the conception and implementation of subsistence programmes	Number of women with access to support for economic redress	Dept of Human Development and Gender, Dept of Political Affairs, Dept of Peace and Security, Private Sector and Commerce Directorates	20.000 \$US  20.000 \$US	Monitoring assessment from January 2017	NEPAD/Spanish fund for women  UN agencies  BIDC

	3. Organise specific training programmes and involve women in the financial support and management		ECOWAS Member-states REPSFECO	150.000 \$US		Private sector (banks, micro-credit institutions)
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Objectives	Activities	Indicators	Leaders/partners/ stakeholders	Budget	Timeframe	Potential partners
<b>OUTCOME 6: STRENGTHENING OF THE REPRESENTATION OF WOMEN IN DECISION-MAKING BODIES (ELECTIVE AND NOMINATIVE POSTS) THROUGH THE ADOPTION AND IMPLEMENTATION OF ACTS OF POSITIVE DISCRIMINATION</b>						
<b>Objective 1:</b>  Strengthening of the knowledge base on the representation of women (gender-based quota or parity), drawing on the sharing of experiences and lessons learned from gender-based implementation of quota or parity in the ECOWAS area and in the rest of Africa  Member-states reach a minimum 30% representation of women in governance. Parity is achieved in decision-making bodies in those ECOWAS countries that are signatories of the Maputo Protocol (article 9)	<p>1. Proceed to the launch of documents on parity and quota (types, implementation, conclusions and lessons learned)</p> <p>2. Forum organised for female leaders, professionals, activists, holders of political office, party leaders, parliamentarians etc, for the purpose of scrutinising the document launched on the status of the implementation of quotas or gender parity, and their impact on the political representation of women</p> <p>3. Training, exchange of ideas, experiences and lessons learned from the documents that have been released</p> <p>4. Exhort ECOWAS Member-states to respect parity or at least gender quotas</p> <p>5. Advocate representation on all decision-making bodies, in conformity with ECOWAS and AU directives on parity</p>	<p>Data on women in decision-making posts</p> <p>Report on the status of implementation of gender quotas and their impact on the political representation of women</p> <p>Number of women who have received training</p> <p>Number of Member-states that have put practical policies in place which are now being implemented</p>	<p>Dept of Human Development and Gender, Dept of Political Affairs, Dept of Peace and Security, ECOWAS Parliament, ECOWAS Court of Justice</p> <p>Women in ECOWAS Member-states (NGOs, political parties etc)</p> <p>Work with civil society partners</p>	<p>30.000 \$US</p> <p>150.000 \$US</p> <p>190.000 \$US</p> <p>20.000 \$US</p> <p>30.000 \$US</p>	<p>June 2017</p> <p>October 2017</p> <p>March 2017</p> <p>Gradually from February 2017</p>	<p>AU</p> <p>Regional organisations</p> <p>UN agencies</p> <p>Bilateral partners</p> <p>Development partners</p>

Objectives	Activities	Indicators	Leaders/partners/ stakeholders	Budget	Timeframe	Potential partners
<b>OUTCOME 7 : THE FINANCIAL RESOURCES DEDICATED TO THE PARTICIPATION AND TO THE CONTRIBUTION OF WOMEN TO PEACE AND SECURITY ISSUES AND PROCESS AT ALL LEVELS IN WEST AFRICA ARE SUBSTANTIALLY INCREASED</b>						
<b>Outcome 1:</b>  A special fund is instituted in order to support the contribution of women to peace and security initiatives at all levels (including support for girls' education, scholarships and internships for young women)	<p>1. Facilitate the expertise and support in terms of finance and equipment to those ECOWAS Departments and agencies working on gender and women's issues, in order to allow them to be at the forefront of regional interventions</p> <p>2. Identify effective initiatives for the participation of women in peace and security in strategic decision-making bodies for the desired funding</p> <p>3. Define the terms and conditions for the creation of an interdepartmental fund in the ECOWAS Commission in order to support programmes facilitating the contribution of women to peace and security initiatives in West Africa</p> <p>4. Develop effective and sustainable funding strategies for the fund, in partnership with the continental and regional development banks, and private regional institutions</p> <p>5. Strengthen and support a network of organisational mentors which focus on women's organisations boasting exceptional records of financial performance, in order to guide the newest organisations in West Africa</p>	<p>Amount of funding allocated to the work of the Department of Human Development and Gender at ECOWAS</p> <p>Number of initiatives identified</p> <p>The TOR defined for the creation of funds</p> <p>Development of effective and sustainable funding strategies</p> <p>Number of staff members mentored at the organisation</p> <p>Number of scholarships and internships awarded to young girls/women</p> <p>Relations with Parliamentarians on the standing commissions</p>	<p>Dept of Human Development and Gender and PAPS of Political Affairs in order to identify the support of experts with a view wording the terms of reference</p> <p>Work with partner organisations</p> <p>Office of the ECOWAS President in cooperation with the Dept of Political Affairs and the Dept of Human Development and Gender</p>	<p>30.000 \$US</p> <p>20.000 \$US</p> <p>30.000 \$US</p> <p>30.000 \$US</p> <p>30.000 \$US</p> <p>30.000 \$US</p>	<p>Gradually from January 2017</p> <p>Establishment of the TOR between now and August 2017</p> <p>By December 2017</p> <p>Gradually from February 2017</p>	<p>UA</p> <p>Organisations régionales</p> <p>Entités ded NU</p> <p>Partenaires bilatéraux</p> <p>Partenaires au développement</p>

	<p>6. Encourage Member-states to regularly open channels of funding that are up to the task of facilitating programmes dealing with girls' education, and scholarships and internships for women's associations</p> <p>7. Encourage standing Parliamentary commissions concerned with women's issues in the Member-states to initiate a supervisory system for ECOWAS Member-state government's financial commitments to Ministries for Women's Affairs and gender issues.</p> <p>8. Advocacy to target the key stakeholders (Finance and Planning) with a view to increasing the funding for women's issues</p>	<p>Number of acts of advocacy</p> <p>Number of target stakeholders</p>	ECOWAS Parliament focal point, PAPS, Dept of Political Affairs and Dept of Human Development and Gender	<p>30.000 \$US</p> <p>20.000 \$US</p>	Commitment from March 2017 when the results of preceding studies of the conceptual plan will be known; then gradually	
Objectives	Activities	Indicators	Leaders/partners/stakeholders	Budget	Timeframe	Potential partners
<b>OUTCOME 8:</b>						
<b>THE MONITORING AND EVALUATION OF THE ACTION PLAN FOR WOMEN FOR PEACE AND SECURITY IS INSTITUTIONALISED AND IMPLEMENTED</b>						
<b>Objective 1:</b>						
The monitoring and evaluation mechanism for the Action Plan for Women, Peace and Security is set up and made operational	<p>1. Undertake a baseline survey of the implementation of the Action Plan for women, peace and security</p> <p>2. Supervise the process of commitment on the part of the members of the Dept of Gender and the Technical Commission on Gender</p>	<p>Extent of making operational the Action Plans for women, peace and security</p> <p>Availability of operational mechanism</p> <p>Number of supervisory missions organised</p>	<p>Dept of Human Development and Gender, Dept of Political Affairs, Peace and Security, ECOWAS Parliament, ECOWAS Court of Justice</p>	<p>30.000 \$US</p> <p>30.000 \$US</p> <p>20.000 \$US</p>	<p>Jan. 2017</p> <p>Undertake periodic meetings and missions from March 2017</p>	<p>AU/CADHP</p> <p>MRU</p> <p>Regional organisations</p>



	3. Regularly undertake supervisory activities	Number of quarterly reports produced	ECOWAS Member-states	20.000 \$US	March 2018	Professional organisations, eg FIDA
	4. Undertake quarterly reviews of the implementation process			20.000 \$US		UN agencies
	5. Organise an annual audit of Gender	Number of measures and best practices implemented and publicised	Work with civil society partners (REPSFECO, ROAJELF)	30.000 \$US		Bilateral partners
	6. Organise an annual prize for the best leader in the implementation of an Action Plan for women, peace and security					Development partners
	7. Organise a super prize for the best leader in the implementation of the Action Plan for women, peace and security				December 2020	Public/private partners
	8. Gather, publish and share best practice					