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# **MID TERM EVALUATION OF THE ECOWAS EU SMALL ARMS PROJECT**

**[2015 – 2017]**

**Draft Final Report**

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**ABBREVIATIONS AND ACRONYMS**

<b>BICC</b>	Bonn International Centre for Conversion
<b>CBO</b>	Community Based Organizations
<b>CCSL</b>	Council of Churches Sierra Leone
<b>CO</b>	Country Office
<b>CSOs</b>	Civil Society Organizations
<b>DAC</b>	Development Assistance Committee
<b>ECOSAP</b>	ECOWAS Small Arms Program
<b>ECOWAS</b>	Economic Community of West African States
<b>ECPF</b>	ECOWAS Conflict Prevention Framework
<b>EDF</b>	European Development Fund
<b>ERW</b>	Explosive Remnants of War
<b>EU</b>	European Union
<b>FDS</b>	Defence and Security Forces
<b>GBV</b>	Gender Based Violence
<b>IEC</b>	Information Education Communication
<b>ISACS</b>	International Small Arms Control Standards
<b>KAIPTC</b>	Kofi Annan International Peacekeeping Training Centre
<b>LINSCA</b>	Liberia National Commission on Small Arms
<b>MAG</b>	Mines Advisory Group
<b>MDGs</b>	Millennium Development Goals
<b>MINUSMA</b>	UN Multidimensional Integrated Stabilization Mission in Mali
<b>MRU</b>	Mano River Union
<b>MTR</b>	Midterm Review
<b>NATCOMs</b>	National Commissions on Small Arms
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>UXO</b>	<b>Unexploded Ordnances</b>
<b>PAD</b>	Project Appraisal Document
<b>PRESCOM</b>	Presidential Committee on Small Arms and Light Weapons

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<b>PSSM</b>	Physical Security and Stockpile Management
<b>RASALAO</b>	Réseau d'Action sur les Armes Légères en Afrique de l'Ouest
<b>REC</b>	Regional Economic Committee
<b>RECSA</b>	Regional Centre on Small Arms
<b>SALW</b>	Small Arms and Light Weapons
<b>SDG</b>	Sustainable Development Goals
<b>SGBV</b>	Sexual and Gender Based Violence
<b>SLANSA</b>	Sierra Leone Action Network on Small Arms
<b>SOPs</b>	Standard Operating Procedures
<b>TOR</b>	Terms of Reference
<b>ToT</b>	Trainer of Trainers
<b>UNDP</b>	United Nations Development Programme
<b>UNHCR</b>	United Nations High Commission for Refugee
<b>UNIDIR</b>	United Nations Institute of Disarmament Research
<b>UNMAS</b>	United Nations Mine Action Service
<b>UNOCI</b>	United Nations Operation in Cote d'Ivoire
<b>UNODA</b>	United Nations Office for Disarmament Affairs
<b>UNREC</b>	United Nations Regional Centre for Peace and Disarmament in Africa
<b>USAID</b>	United States Agency for International Development
<b>WAANSA</b>	West Africa Action Network on Small Arms

## **1.0 EXECUTIVE SUMMARY**

### **Background and Context**

The ECOWAS-EU Small Arms Project is an intervention under EU support to ECOWAS Regional Peace, Security and Stability Mandate (ECOWAS-EU PSS) for the implementation of a "Pilot Weapons Collection Programmes ". The project is related to the ECOWAS Conflict Prevention Framework (ECPF) component "Practical disarmament" in Member States. The project aims at sensitizing border communities, strengthening operational and institutional capacities of relevant stakeholders such as: National Commissions, Security Forces and Civil Society Organizations (CSOs) on the dangers of Small Arms and Light Weapons (SALW proliferation), as well as encourage voluntary weapons surrender/collection in return for community- based development projects.

The project is funded by the European Union (EU) at a total of EUR 5,560,000 and implemented by United Nations Development Programme (UNDP) Nigeria Country Office in close collaboration with National Commissions on Small Arms and Light Weapons (NATCOM), Civil Society Organization (CSOs) and other relevant stakeholders. The ECOWAS-EU project has a duration of 3 years (2015-2017).

### **Purpose and Scope of the Evaluation**

The aim of the mid-term evaluation was to conduct an independent and objective assessment of the delivery and progress towards achievement of the objectives of the ECOWAS-EU project. The review sought to generate usable evaluation findings that would inform the implementation of the second half of the project in a timely and most effective manner. It was also intended to provide relevant information and strategic recommendations that would guide the Project Steering Committee. The Evaluation exercise covered the progress of implementation and results achieved so far in the six targeted countries.

### **Findings of the Review**

This section of the report summarizes the key findings of the Mid-term Review (MTR). It is based on the Organization for Economic Co-operation and Development (OECD) and Development Assistance Committee (DAC) evaluation criteria (relevance, efficiency, effectiveness, outcomes and sustainability).

### **Project Implementation and Management**

It was noticed that the project is being implemented in accordance with the EU-UNDP signed Contribution Agreement with an international organisation Contract No. FF DI2I1 I 41345-376. The MTR revealed that the Project/Partnership Management Office - UNDP Nigeria is the implementing Agency in line with signed agreement and also due to UNDP's capacity and prior experience in implementing similar Small Arms and Light Weapons projects in Africa. Key observation made was that the current implementing arrangement has strengthened the existing institutional interlinkages among the European Union, the ECOWAS and the UNDP (implementing agency) through periodic meetings and sharing of project information.

It was observed that the Project Coordination Unit (PCU) had adequately complied with project procedures and set up all technical and operational aspects of the project as per the Project Contribution Agreement Document. . The PCU had ensured to a large extent that funds requested by participating countries are made available to meet payments for project expenditures and ensure maintenance of project accounts and timely preparation of reports.

The review identified the following key management activities that are being undertaken to ensure smooth and efficient project implementation:

1. Enhancing operational effectiveness through centralizing procurement of certain assets of the project through the project Coordinating Unit - UNDP Nigeria, for the pilot countries. This facilitated smooth implementation and reduced cost of project activities e.g. procuring five (5) vehicles for project activities in Liberia, Sierra Leone, Cote d'Ivoire, Guinea and Niger.
2. Organizing tripartite meeting between ECOWAS, EU and UNDP / PRESCOM to discuss the implementation and funding modalities for integration of Nigeria into the project.
3. Hosting of Project Steering Committee (PSC) meetings on rotational bases to interact country specific stakeholders and also to ensure support by member-country government on small arms and light weapons, and
4. Ensuring that the consolidated AWP was completed, presented, validated and approved by the Project Steering Committee (PSC).

**Relevance**

The report examines the relevance of the ECOWAS-EU Small Arms project vis-à-vis the national and continental development priorities. It also appraise the responsiveness of the project activities to the needs and concerns of the stakeholders including beneficiary in the 6 pilot countries. Further, the section looks at the adequacy and robustness of the technical design of the project. The ECOWAS-EU SALW project is anchored on the UN Country Programme (CP) Outcome(s): Reduced effects of conflicts and violence through institutionalized, coordinated prevention and management and establishment of peace architecture for resilient communities. The project is also in line with the EU Support to ECOWAS Regional Peace, Security and Stability Mandate (EU-ECOWAS PSS) focused on the implementation of the Pilot Weapons Collection Programmes.

The ECOWAS-EU SALW project addresses one of the key bottlenecks to sustainable development in the six pilot countries. By focusing on sensitisation, mobilization and destruction of small and light weapons in the targeted communities, the project is contributing to the creation of an enabling environment for sustainable development in the six countries. The project objectives are aligned with the National Commission 6 pilot countries.

All the stakeholders interviewed including people from the beneficiary communities revealed that the project is critically important and responsive to their needs. They indicated that the project directly addresses the core issues related to small arms proliferation, a critical factor in the maintenance of peace and security in the countries. They also revealed that, given the recent history of arm violence in the pilot countries and the future envisaged, the project is very relevant and timely.

The institutional arrangements promoted country ownership and buy-in save for a few challenges such as disagreement with the approach adopted by UNDP regarding the selection and recruitment of Country Coordinators.

In terms of gender mainstreaming, the project ensured that men, women and youth were fairly represented in the relevant implementation processes. The project implementation took into consideration issues specific to the different gender groups such as the effect of arm violence on women.

### **Efficiency**

The efficiency dimension, looks at the timeliness of implementation of planned activities and resource use. In terms of the timeliness of delivery of the project, the review identified that the project has so far exceeded the implementation duration of 3 years (2015 to 2017) by 12 month due to the initial start-up delays and implementation challenges such as long periods for procuring relevant staff and equipment.

The project adopted the UN financial management systems and processes which ensured that resources are disbursed and expended in an efficient manner. From the financial records, 45.9% of the funds have been disbursed, which is rated average at the mid-point of the project. Despite the fact that resources were used with due diligence, a number of procurement delays and implementation challenges were reported in the pilot countries. For example the procurement of computers and other equipment for the NATCOM in Liberia took more than one year. A similar incidence was recorded in Sierra Leone (Gberira Fotunbu, Gberia Tibako, Falaba and Ganya communities) where the procurement of motor bikes for the communities took nearly two years. The excessive delay meant that the expected transformation of the NATCOMS in terms of enhancement of their capacity to lead and coordinate small arms and light weapon related activities in the country were curtailed.

### **Effectiveness**

Effectiveness assesses progress towards achievement of the project objectives. It details the extent of achievement of the key deliverables and summarises the performance on the key outputs by the beneficiary countries. Some emerging outcomes of the project were also identified. Overall, the review showed that the project has made good progress towards the achievement of its objectives. The project is likely to achieve its objectives by the end date if appropriate measures are put in place to accelerate weapon collection and implementation of the community-based micro projects.

It was observed that the project had a total of eight (8) results activity, twenty-four (24) action items and with thirty-eight (38) targets spread across the three (3) year period. To meet the objectives of ECOWAS EU project, the project management has adopted a multifaceted approach for implementing planned activities.



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The review found that, not many weapons were collected in all the communities that the project was implemented. The performance of the targets under arms collection and destruction was low. A small number of the targeted communities were able to surrender weapons. Majority of the communities did not present any weapon after extensive sensitization and educational campaigns. A total of Three hundred and sixty eight (368) locally manufactured guns, 30 Unexploded Ordinance (UXO), One thousand six hundred and fifty two (1,652) war Arms, Twenty three thousand five hundred and eighteen (23,518) Ammunitions, Seven three (73) ten Grenades and (28) Twenty eight Rockets were collected across the countries between mid - 2015 to 2017 during the voluntary weapons collection exercise in five (5) Countries of Cote d'Ivoire, Guinea, Liberia Niger and Sierra Leone.

The intervention in western Côte d'Ivoire identified storage points, where containers have been deposited and arranged according to the standards for storing SALW. They are: San Pedro, Legion State; Guiglo, Gendarmerie Company; Man, Gendarmerie Squadron; Touba, Gendarmerie Squadron; and Odienne, Gendarmerie Squadron. The project has at the time of the review collected 339 arms, 10,100 ammunitions from the communities. These SALW have been sorted, registered, and stored.

In Guinea, a joint COMNAT / UNDP mission and a meeting with the SDS helped to identify the storage sites for the collected weapons. The military commands were retained to house the storage containers for the collected weapons.

In Sierra Leone, community- based project such as hand pump wells as had been provided for four (4) communities namely Bribaya, Nomokonya, Banjubuya and Duguray. However, the following communities Banjubuya, Ganya, Falaba, Gberia Tibako and Gberira Fotunbu were yet to be provided with motorbikes as their community-based micro project.

At about 67% of project activities implemented and the level of project results achieved, gives an indication that the project is on its way to attaining the project objectives within time and budget. It is of the view that the project has maintained good outputs under difficult conditions, managed the activities professionally, defined clearly the project strategy, and promoted participatory approaches towards decision-making and project management.

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Generally, implementation is progressing steadily at various levels of all the four components and the cost of implementation are within budget. So far none of the activities executed has exceeded its budget limits.

### **Knowledge Gaps On SALW Risks Through Advocacy And Outreach Programs:**

Extensive advocacy and outreach programs have been conducted in almost all the beneficiary countries to sensitise the community members on the dangers of Small Arms and Light Weapons (SALW proliferation).

- a) In Côte d'Ivoire, a communication and awareness-raising strategy has been developed for communities in western Côte d'Ivoire. The document was validated by the ECOWAS Commission, COMNAT, UNDP, UFM, the Defence and Security Forces, RASALAO-CI, and the ADDR. The communications and awareness-raising strategy is intended to promote effective sensitisation on the intervention and to create avenues for participation in the activities of the project by the targeted stakeholders.
  - b) The technical capacity of COMNAT was strengthened in resource mobilization techniques.
  - c) The project provided material and logistical support (motorcycles, office equipment and computer equipment) for the installation of five deconcentrated commissions respectively in the project areas.
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- a) In Guinea a communication strategy document has been designed and validated since 2015.
  - b) Six (6) mass sensitizations out of the planned seven (7) sensitisation and several outreach sensitizations have been conducted within the focal points in the 7 prefectures. The review found out that, 402 people were directly sensitised through community dialogue sessions; 7324 people were directly affected through educational talks and door to door information sessions. At least 6,000 people have been affected by radio programs on SALW

In Liberia the capacity of relevant stakeholders- Armed & security forces, National Commissions and CSOs of the selected countries enhanced:

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- a) Printing and distribution IE&C material on small arms prevention-Ten thousand (10,000) handouts/flyers: “Facts about the ECOWAS/EU Small Arms Project”; two thousand (2000) posters; five thousand (5000) T-shirts; and six (6) soccer games held in the 6 targeted communities in 2016 as an entry point for actual arms collection. Provided 18 sets jerseys and 12 pieces of footballs
- b) Over 90 stakeholders including 25 women benefitted from 18 capacity building trainings/ workshops. The trainings were in: 1) monitoring and evaluation workshop and 2 SOPs development workshop; 2) arms stockpile management training; 4) SGBV and armed violence; 5) community mobilization for security and development; community development projects planning 6) arms collection, arms marking and recording

In terms of weapons collection, record keeping and destruction of SALW:

- a) 3 arms storage containers developed at Harper, Fish Town and Zwedru
- b) Preparations are ongoing to officially handover the containers to the Government of Liberia

Community development action planning conducted in the six selected community/clans in the three counties- A total of 75 community members including 24 women participated in the exercises.

In Sierra Leone, with regards to Sensitization and Advocacy Programs Elaborated and Implemented:

- a) The communication plan developed in 2015 was reviewed during the 2nd National Technical Committee Meeting in Freetown.
- b) Community members were reached through radio discussion programmes embarked upon reaching approximately 3,949 men and 1,800 women. Also, in line with the communications strategy, jingles were produced and aired in the four main local languages for ease of understanding. It was noted that effective sensitization in Sierra Leone resulted in the identification and handing over of large deposits of Unexploded Ordnance (UXO) since the completion of the DDR programme.

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The review noted in Sierra Leone that stakeholders benefited from workshops on knowledge and experience sharing organized for NATCOMs and selected beneficiaries from the target countries to interface on emerging issues around SALW.

Weapons Collection, Record Keeping and Destruction of SALW Conducted:

- a) Four (4) 20ft. containers procured in 2015, were partitioned and transported to the designated Police Security posts in Kenema, Kailahun, Kono and Koinadugu in line with ISACS standards.

Provide funding for identified pilot community development projects:

- a) Twelve Community Action Plans were developed in the following chiefdoms targeting 600 participants including 220 women in Kono: Lei, Soa and Mafindor. Kailahun: Kissi Teng, Kissi Tongi, Luawa and Malema. Koinadugu: Neya, Mongo and Sulima. Kenema: Nomo and Tunkia. This was done through focus group discussions.

### Emerging Outcome

The following are some of the emerging outcomes of the ECOWAS-EU SALW project in the 6 pilot countries:

- a) **Increased awareness and visibility of issues relating to trafficking, proliferation, misuse, and their debilitating effects:** As a results of the awareness creation and sensitisation activities implemented under the project, issues relating to SALW has taking center stage in community discourse in the pilot countries. Issues around SALW has become topical and taking a center stage in community based discussions and national debates in the pilot countries. The project has brought to the fore and reinvigorated community discourses and dialogues on SALW issues especially its impact on women, children and the youth.
- b) **Increased demand for participation in the project by communities outside the targeted areas:** The sensitization through the lessons learned sessions with non-project communities has created a demand for the project in the areas that were not part of the target communities. For example, there have been repeated calls for the project to intervene in weapons collection activities in Gbarpolu, Lofa, Nimba and other border communities in Liberia; In Sierra Leone, communities surrounding project beneficiaries have also requested to be included in the project.

- c) **Enhanced capacities of project partners:** The project has enhanced the capacity of NATCOMS, Security Services and non-state actors in community engagements including conducting awareness creation, sensitisation and community education as well as weapons collection, marking, storage and destruction. The project has also enhanced the institutional capacity of the beneficiary institutions and communities by providing them with technical and logistical support. For example, feedback from the SALW Unit at the Police Headquarters in Liberia revealed that the training and technical support received from the project has enabled them to effectively carry out their mandate which has contributed to the seizure and destruction of illegal weapons as well as curtailing violence related to small arms and light weapons. Further, it was also indicated that as a results of the training and the logistical support from the project, the beneficiary civil society organisations in the pilot countries are now able to effectively support SALW policy-making and coordination in the respective countries.
- d) **Increased collaboration and information sharing between the security agencies and other stakeholders:** The project has facilitated sharing of information sensitive records of state security arms and ammunition between the Security Agencies and non-state actors, something that was unthinkable before the start of the project especially in Liberia.
- e) **Increased capacity for resource mobilization:** The capacity building and technical support in resource mobilization enabled the NATCOMS to mobilize additional resources. For example the NATCOM in Liberia was able to mobilise additional resources from the UK Embassy and the AU-EU SALW Project based in Nairobi, Kenya. The support included Fifty Thousand United States Dollars (\$50,000) and in-kind support for the development of a fully equipped data center for recording and storage of weapons information with the backing and buy-in of the security agencies.
- f) The ECOWAS / EU project has contributed to the reinforcement of the capacities of the Deconcentrated Commissions installed in the departments of the regions targeted by the project on the modus operandi of the collection of weapons. This was the case for five deconcentrated commissions (Tabou, Toulepleu, Danané, Ouaninou and Gbéléban), which are chaired by the Prefects.

### Sustainability

The review showed that the benefits of the project are likely to be sustained over time given the importance of the focus and the issues addressed. The project is designed and implemented in such a way that it is mainstreamed into the national small arms institutional arrangements. By involving the NATCOMS in the project planning and implementation modalities, the project has succeeded in motivating the interest and commitment of the national commissions to advance small arms intervention in the respective countries.

### Challenges and Lessons Learnt

Below is a list of some of the key challenges and lessons documented from the review:

- a) **Lack of trust and suspicion among community members and neighbouring communities.** There was evidence of a pervasive lack of trust within communities and between communities. Stakeholders including key informants spoke about the lack of trust between community members and between neighbouring communities as part of the reason for the non-surrender of weapons.
- b) **Apparent lack of trust and confidence between local community residents and their leaders.** It was also clear that there was lack of trust between the communities and their leaders. It became apparent that the community member demonstrated inadequate trust in their leaders.
- c) **Preference for individual benefit than Community benefit:** Converse to the strategy adopted by the project, the evidence from the review showed that the communities were more inclined towards individual benefit than communal benefit. This affected the voluntary submission of the arms and weapons. Most of the people were of the view that since the weapons were individually owned, the benefits should accrue to the individual owners but not shared by the entire community.
- d) **Inadequate involvement of high level decision makers such as legislators in the relevant project activities:** The targeting of high level stakeholders such as Parliamentarians and Senators was found to be inadequate. They were casually engaged, they were not fully involved especially at the community level to ensure that they also fully support and advocate for the success of the project.

### **Conclusion**

The mid-term evaluation has shown that the ECOWAS EU Small Arms project has made significant progress towards the project goal and objectives. The project which is being piloted in 6 countries is successful and on course. The project is making significant and satisfactory progress towards the project goal and objectives.

The project is on course and most of the targets sets have been achieved indicating how enthusiastic the implementing countries have been with the exception of a few delays in procuring of items for the community based development projects in some of the pilot countries.

### **Recommendations**

In line with the findings of the review, challenges and lessons learned, the following recommendation have been advanced:

#### *Pilot Phase*

- a) Increase effort to accelerate arms collection and implementation of the community development project before the completion date.
- b) Consider inclusion of nearby communities (not initially targeted) who are willing to voluntarily submit their small arms and light weapons to benefit from the community development projects

#### *Next Phase*

- a) Deepen sensitization activities including the use of champions - organizing house-to-house meetings and intensive engagement and involvement of legislators and local authorities to deal with the individualistic tendencies and to project communal and group benefit.
- b) Refine the focus group benefit concept to include support to help the beneficiaries to formalise and grow their businesses. The project should come up with measures to grow these small ventures into business that will transcend the project.
- c) Consider in-kind rewards for individuals in the form of scholarships for children/wards of those who voluntarily surrender their weapons.

- d) Strengthen capacity of NATCOM - Security Services and CBOs to ensure sustainable management of SALW issues in the country.
- e) NATCOMS to develop and institutionalize resource mobilization and M&E as one of their core responsibilities with dedicated officers.
- f) Improve on Procurement Strategy - The project procurement system should be decentralised to enable the pilot Countries i.e. NATCOMS participate in procurement. This must be done after a **Procurement Capacity Assessment** - The outcome of the assessment (if considered adequate) should inform the threshold for procurement of goods and services valued at/not above a certain threshold. This will allow the NATCOMS to procure project items through existing country specific government systems and also ensure ownership to the project.
- g) **Financial Assessment and Quarterly Release of Funds** to NATCOMS in pilot countries – It was noted that financial assessment was conducted for some NATCOMs to ascertain the adequacy of systems and their capacity to manage project funds. The outcome should be communicated to the NATCOMS who were assessed to let them know their capacity to manage project funds or otherwise. If results of the assessment shows positive or found adequate, it is recommended that quarterly advance of funds (upon retiring of previous funds), should be made to the NATCOMS to implement project activities. This will go a long way to improve the already existing collaboration and cooperation between the UNDP and NATCOMS in pilot countries as well as enhance project support.



## **2.0 BACKGROUND AND CONTEXT**

The ECOWAS-EU Small Arms Project is an intervention under EU support to ECOWAS Regional Peace, Security and Stability Mandate (ECOWAS-EU PSS) for the implementation of a "Pilot Weapons Collection Programmes ". The project is related to the ECOWAS Conflict Prevention Framework (ECPF) component "Practical disarmament" in Member States. The project aims at sensitizing border communities, strengthening operational and institutional capacities of relevant stakeholders such as: National Commissions, Security Forces and Civil Society Organizations (CSOs) on the dangers of Small Arms and Light Weapons (SALW proliferation), as well as encourage voluntary weapons surrender/collection in return for community based development projects.

The project complements the March - November 2013 project implemented by the KAIPTC and funded by Japan which was aimed at promoting dialogue and strengthening operational level competence for security sector practitioners in the Sahel Region. The project is focused on addressing the following challenges:

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

The project is funded by the European Union (EU) at a total of EUR 5,560,000 and implemented by United Nations Development Programme (UNDP) Nigeria Country Office in close collaboration with National Commissions on Small Arms and Light Weapons (NATCOM), Civil Society Organization (CSOs) and other relevant stakeholders. The ECOWAS-EU project has a duration of 3 years (2015-2017). The ECOWAS-EU project is in two clusters covering 6 countries, namely Northern Niger - Mali; and Mano River Union (West of Cote d'Ivoire; Guinea Forestiere; East of Liberia; North East of Sierra Leone). It also complements other initiatives already being implemented within the European Strategy for Security and Development in the Sahel.

## **2.1 Purpose and Scope of the Evaluation**

The aim of the mid-term evaluation was to conduct an independent and objective assessment of the delivery and progress towards achievement of the objectives of the ECOWAS-EU project. The review sought to generate usable evaluation findings that would inform the implementation of the second half of the project in a timely and most effective manner. It was also intended to provide relevant information and strategic recommendations that would guide the Project Steering Committee. The Evaluation exercise covered the progress of implementation and results achieved so far in the six targeted countries..

Specifically, the review focused on:

- Assessing the progress or lack thereof, towards the expected outputs envisaged in the project document. It reviewed the approved work plans by the PSC which reflected the intended outputs in real time. The evaluation also highlighted unexpected results (positive or negative) and missed opportunities;
- Providing an analysis of how the project has delivered and added value to the work of the national commissions in response to the issue of SALW;
- Detailing key findings, lessons learnt, and strategic and actionable recommendations to enhance the implementation of the rest of the project and future programming.

## **2.2 Evaluation Questions and Evaluation Criteria**

The following 3 components and number of specific questions and evaluation criteria was detailed to guide the review: (i) the analysis of the focus output areas, and (ii) the analysis of the extent to which the issue of SALW has been brought to the fore through this project within the respective NATCOMS in the six (6) countries (iii) the extent to which the management arrangements and implementation modalities have impacted on the project objectives. To define the broad aspects of the project that will be assessed within the 3 components, a series of evaluation criteria would constitute the framework used to formulate the evaluation questions.

### 3.0 EVALUATION METHODOLOGY AND APPROACH

The midterm review (MTR) was underpinned by learning and accountability for results. The findings of the MTR was intended enhance progress of implementation of project activities and achievement of expected results within the stipulated time. The evaluation employed transparent, inclusive, participatory and utilization-focused approach that involved all the relevant stakeholders in the pilot countries including the NATCOMS, UNDP, ECOWAS and EU. The MTR applied mixed (quantitative and qualitative) methods that involved collection and use of primary and secondary data. The data collection process included face-to-face interviews and focus group discussions with stakeholders in the six pilot countries. It also entailed desk review of relevant background documents including Project Appraisal Document (PAD), quarterly and annual progress reports and work plans.

The data collection methods employed facilitated in-depth diagnostic and mapping of progress towards achievement of the project objectives.

The midterm review followed a four-stepped approach as detailed below:

- a) **Desk Review:** The evaluation involved a thorough review of relevant background documents including the PAD, project performance reports (quarterly, semi-annual and annual reports), Aid Memoires and other relevant documents. The desk reviewed informed the development of the inception report including the development of data collection instruments and the work plan for the review. The desk assessment also fed into the crafting of the evaluation findings.
- b) **Field data collection:** The field data collection process entailed the gathering of primary and secondary data from stakeholders across the six pilot communities including the NATCOMS, Security Agencies, Civil society organisations and beneficiary communities. The data collection process spanned a period of approximately March through to August 2018. The field assessment included face-to-face interviews and focus group discussions as well as key informant interviews with opinion leaders such as Parliamentarians and heads of relevant government agencies.
- c) **Validation and Feedback from Stakeholders:** The initial findings of the review in each of the 6 pilot countries was validated with the key stakeholders and feedback

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incorporated into the draft report. Debriefing sessions were also held with representatives of UNDP and NATCOMS.

- d) Analysis and Reporting:** Data and information gathered from the country assessment were analysed and synthesised into the final midterm review report in line with the TOR.

#### **4.0 FINDINGS OF THE REVIEW**

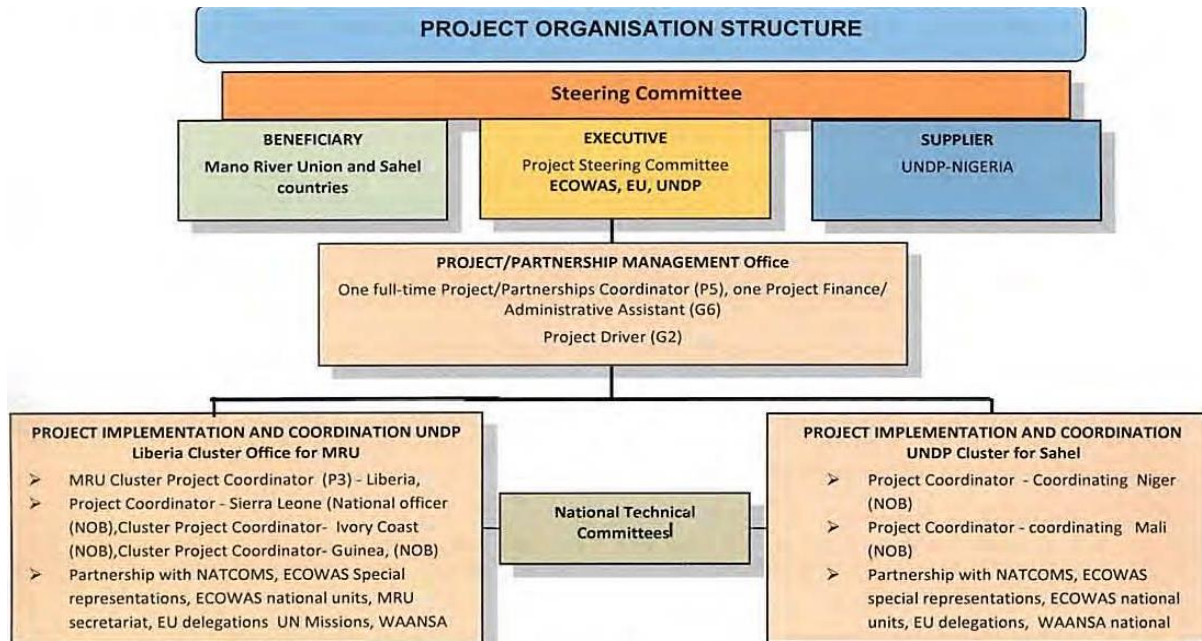
This section of the report summarizes the key findings of the Mid-term Review (MTR). It is based on the Organization for Economic Co-operation and Development (OECD) and Development Assistance Committee (DAC) evaluation criteria (relevance, efficiency, effectiveness, outcomes and sustainability).

#### **4.1 Project Implementation and Management**

##### **4.1.1 Institutional and Implementation Arrangements**

The Project/Partnership Management Office of UNDP Nigeria is the implementing Agency as per the EU Contribution Agreement between UNDP. It is among others due to UNDP's capacity and prior experience in implementing the "Enhanced Human Security through the Strengthening of the Capacity of Regional and Sub-Regional Organisations to Control Small Arms and Light Weapons in Africa programme" (2010-2012). The Programme was implemented in four (4) pilot Regional Economic Committees (RECs) under the leadership of the African Union and was aimed at the enhancement of sub-regional and national border management capacities to counter cross border trafficking in SALW. UNDP was also selected as implementing partner to build on its previous work in voluntary weapons collection programmes and respective DDR processes in Liberia and Sierra Leone, including the ECOSAP project in based in Mali. Specifically, to draw on its programme management and institutional structures and CO presence in all pilot countries and from its global network of expertise in disarmament. Additionally, the UNDP Nigeria Office was well placed to liaise effectively with the key actors i.e. ECOWAS and EU regional presence in Abuja.

Figure 1 below is the project implementation structure.



**Figure 1: Project Implementation Structure**

The review noticed that the Project Steering Committee (PSC) was composed of representatives from the EU Delegation to Nigeria; ECOWAS and UNDP Nigeria. The MTR also showed that the Project Coordinating Unit (PCU) is leading the management of relationships amongst EU, ECOWAS and the NATCOMS which, has ensured, adequate project reporting and timely provision of documentation to the PSC and EU.

The current implementing arrangements has strengthened the existing institutional interlinkages among the European Union, the ECOWAS and the UNDP (implementing agency) through periodic meetings and sharing of project information. The review found out that the project drew on the NATCOM's capacity in the area of Small Arms and Light Weapons (SALW) in pilot countries with the support of UNDP's national project coordinators in the respective country offices to coordinate and oversee implementation. This arrangement, contributed positively to building up on the existing political commitment and technical expertise within the selected countries through their respective National Commissions on Small.

#### **4.1.2 Project Management and Governance**

The project is being implemented in accordance with the EU-UNDP signed Contribution Agreement with an international organisation Contract No. FF DI2I1 I 41345-376. The project has dedicated cluster coordinator for the MRU, which also provides support to implementation in Liberia.

The review identified the following key management activities that were being undertaken to ensure smooth and efficient project implementation:

5. Enhancing operational effectiveness through optimizing procurement processes of certain assets of the project by leveraging on existing Long Term Agreements through the project Coordinating Unit - UNDP Nigeria, for the pilot countries,. This facilitated smooth implementation and reduced cost of project activities e.g. Using existing LTA to procure five (5) vehicles for project activities in Liberia, Sierra Leone, Cote d'Ivoire, Guinea and Niger, thereby reducing cost and time overruns.
6. Organizing tripartite meetings between ECOWAS, EU and UNDP / PRESCOM to discuss the implementation and funding modalities for integration of Nigeria into the project.
7. Hosting of Project Steering Committee (PSC) meetings on rotational bases to report on project implementation in each pilot countries, sharing experiences and galvanizing support by governments of interact country specific stakeholders and also to ensure support by member countries implementing the project.
8. Ensuring that the consolidated AWP was completed in a timely manner, presented, validated and approved by the Project Steering Committee (PSC).

#### **4.1.3 Project Management and Assessment**

It was observed that the Project Coordination Unit (PCU) had adequately complied with project procedures and set up all technical and operational aspects of the project as per the Project Contribution Agreement Document. The PCU had ensured to a large extent that funds requested by participating countries are made available to meet payments for project expenditures and ensure maintenance of project accounts and timely preparation of reports. The PCU had ensured that planned resources were mobilized and used in collaboration and cooperation of respective NATCOMS, that activities were implemented as scheduled; outputs produced met the planned technical and social specifications and quality; achievement level of project outputs were achieved within approved budget (budget sufficiency). The respective UNDP CO's provided

an additional quality assurance role to augment the capacity of project coordinators in the respective pilot countries.

## **4.2 Relevance**

This section of the report examines the relevance of the ECOWAS-EU Small Arms project vis-à-vis the national and continental development priorities. It also appraised The ECOWAS-EU SALW project is anchored on the UN Country Programme (CP) Outcome(s): Reduced effects of conflicts and violence through institutionalized, coordinated prevention and management and establishment of peace architecture for resilient communities. The project is also in line with the EU Support to ECOWAS Regional Peace, Security and Stability Mandate (EU-ECOWAS PSS) focused on the implementation of the 'Pilot Weapons Collection Programmes. Furthermore, the project is coherent with the "European Strategy for Security and Development in the Sahel", more particularly in strengthening ECOWAS capacities under the ECPF component Practical Disarmament (fight against the proliferation of small arms and light weapons).

The ECOWAS-EU SALW project addresses one of the key bottlenecks to sustainable development in the six pilot countries. By focusing on sensitisation, mobilization and destruction of small and light weapons in the targeted communities, the project is contributing to the creation of an enabling environment for sustainable development in the six countries. The project objectives are aligned with the National Commission 6 pilot countries. For example, the project found to be in consonance with the National Strategy for Priority Actions (SNAP) in Guinea. All the stakeholders interviewed including people from the beneficiary communities revealed that the project is critically important and responsive to their needs. They indicated that the project directly addresses the core issues related to small arms proliferation, a critical factor in the maintenance of peace and security in the countries. They also revealed that, given the recent history of arm violence in the pilot countries and the future envisaged, the project is very relevant and timely.

The project design incorporates flexibility that allows country level customization in terms of the specific activities and implementation modalities. The institutional arrangements promoted country ownership and buy-in save apart from one instance where the national partner had



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## Mid- Term Evaluation of the ECOWAS EU Small Arms Project

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preferred an alternate approach adopted by UNDP regarding the selection and recruitment of a country coordinator.

Country Coordinators. The above notwithstanding, some of the underlying assumptions especially the notion that small arms and light weapons were readily available in some of targeted communities and as a result the community members will be willing to voluntarily surrender the weapons in exchange for community development projects did not materialise

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*"The project is very relevant since it responds to one of the critical issues that affect women and the country at large"*  
Assistant Superintendent for Development  
Grand Gedeh - Liberia

*"The project is very relevant and addresses the core issues of arms conflict in the country and the sub-region at large"*  
ECOWAS Representative

*"The project is very relevant because the development of the country and by extension the MRU hinges on the sub-regions ability to respond to and deal with the issues related to small arms proliferation"*  
Representative, District 1: Maryland County-Liberia

*The relevance of the project cannot be over emphasized due to the impact it is making at the pilot country levels especially the MRU- Making communities responsive through community based development projects in return for arms collected -*  
Regional Project Coordinator, UNDP Abuja Nigeria.

*The guns are means to farming, educate our children, etc. however, we have confidence in people managing the project that is why we surrendered 71guns17guns, the community –based project will benefit the community and our children"*  
Nokomoya, Sierra Leone

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fully in some instances. This resulted in the non-optimization of benefits of community development projects in countries where fewer Small Arms and Light Weapons (SALW) were surrendered by the communities than expected.

### ***Gender Mainstreaming***

In terms of gender mainstreaming, the project made dedicated efforts to ensure that men, women and youth were fairly represented in all the output areas of the implementation processes. The project implementation took into consideration issues specific to the different gender groups such as the effect of arm violence on women. Women and the youth were specifically targeted in the training and community sensitization and aware creation activities and were duly represented in the project governance organs.

### **4.3 Efficiency**

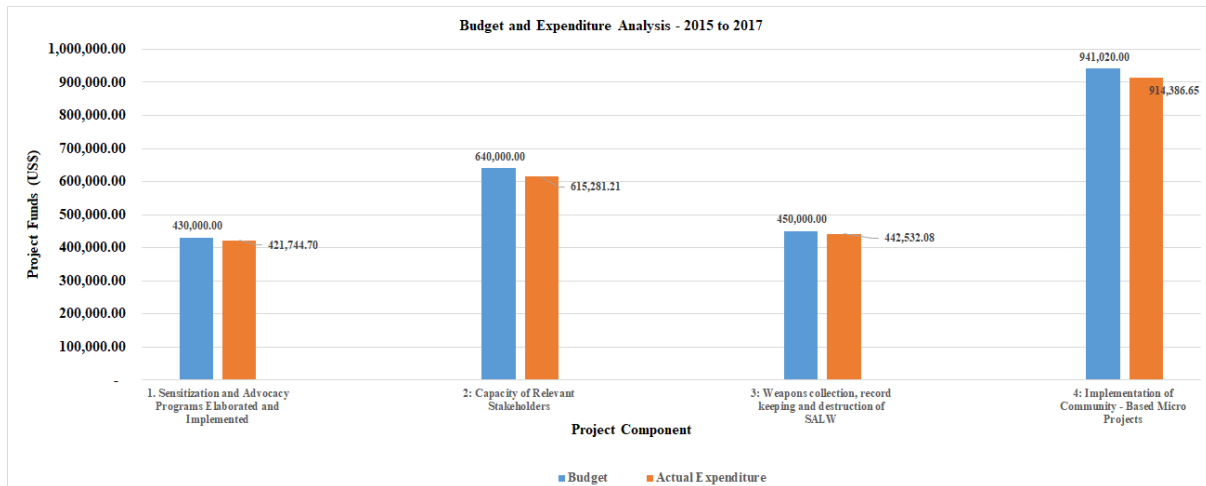
The efficiency dimension, looks at the timeliness of implementation of planned activities and resource use. In terms of the timeliness of delivery of the project, the review identified that the project obtained a one year no cost extension to make up for the delay in take-off project activities thus the duration of 3 years (2015 to 2017) by 12 months due to the initial start-up delays and implementation challenges such as long periods for procuring relevant staff and equipment.

From the records a total of USD 2,461,020 was budgeted over the period under review and expenditure stood at USD 2,393,944.64, representing a disbursement rate of 97.3%. (See Table 1 and Figure 2). Further, the review identified that, the expenditure were in line with the UN Financial Management Systems and Processes. Internal financial reviews are carried out from time to time as per the Contribution Agreement governing the project. An external audit was carried out and no adverse findings were made against the project. These measures ensured that project resources were disbursed and expended in an efficient manner.

**Table 1. Analysis of Project Expenditure – 2015 to 2017**

<b>Project Components</b>	<b>Budget</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>% Disbursement</b>
1. Sensitization and Advocacy Programs Elaborated and Implemented	430,000.00	421,744.70	8,255.30	98.08
2. Capacity of Relevant Stakeholders	640,000.00	615,281.21	24,718.79	96.14
3. Weapons collection, record keeping and destruction of SALW	450,000.00	442,532.08	7,467.92	98.34
4. Implementation of Community - Based Micro Projects	941,020.00	914,386.65	26,633.35	97.17
<b>Total</b>	<b>2,461,020.00</b>	<b>2,393,944.64</b>	<b>67,075.36</b>	<b>97.27</b>

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**Figure 2: Budget and Expenditure Analysis: 2015 - 2017**

Resources for the project were delivered with due diligence. Some delays in implementation and challenges were reported in some of the pilot countries, notably; Liberia and Sierra Leone, where there were some delays in the procurement of computers and other equipment for the NATCOM in Liberia and in Sierra Leone (Gberira Fotunbu, Gberia Tibako, Falaba, Simitia and Ganya communities) where the procurement of motor bikes for the communities were delayed. . It is worthy of note that the delays were attributed to the sequencing of planned activities with direct impact of these procurements, and to ensure adequate sustainability plans were in place before delivery. Nonetheless, these delays meant that the expected transformation of the NATCOMS in terms of enhancement of their capacity to lead and coordinate small arms and light weapon related activities in the country, and the communities could have been achieved even more impact than achieved..

### 4.4 Effectiveness

This sub-section assesses progress towards achievement of the project objectives. It details the extent of achievement of the key deliverables and summarises the performance on the key outputs by the beneficiary countries. The section also details some emerging outcomes of the project. Overall, the review showed that the project has made good progress towards the achievement of its objectives. The project is likely to achieve its objectives by the end date if appropriate measures are put in place to accelerate weapon collection and implementation of the community-based micro projects.

It was observed that the project had a total of eight (8) results activity, twenty-four (24) action items and with thirty-eight (38) targets spread across the three (3) year period. To meet the

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objectives of ECOWAS EU project, the project management has adopted a multifaceted approach for implementing planned activities. Table 2. Shows status of implementation by components.

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**Table 1: Project Component and Status of Implementation**

Project (Component) Output	No. of Results Activity	No. of Actions	Targets			Status of implementation
			Year 1	Year 2	Year 3	
<b>Output 1:</b> Sensitization And Advocacy Programs Elaborated And Implemented	2	6	3	2	2	Completed.
<b>Output 2:</b> Capacity of Relevant Stakeholders – Armed & security forces, National Commissions and CSOs of the selected countries in the Mana River Union (MRU) and Sahel Enhanced regions	2	8	5	4	2	Capacity building on –going. About 85% complete
<b>Output 3:</b> Weapons collection, record keeping and destruction of SALW conducted	3	6	3	5	2	Completed though weapons collected were below expectations
<b>Output 4:</b> Implementation of community – based micro projects in exchange for arms collection conducted and key projects provided	1	4	3	4	3	On-going. 85% complete
<b>Total</b>	<b>8</b>	<b>24</b>	<b>14</b>	<b>15</b>	<b>9</b>	

The targets for the capacity building component including stakeholder sensitisation and training have been achieved. However, the progress of implementation of the weapons collection, recording and destruction; and implementation of community-based micro projects in exchange for arms is below expectation.

The review showed that all the six pilot countries have made good progress and achieved the targets for capacity building component which has led to increased stakeholder knowledge and awareness of SALW issues.

The review found that, not many weapons were collected in all the communities that the project was implemented. A total of Three hundred and sixty eight (368) locally manufactured guns, 30 Unexploded Ordinance (UXO), One thousand six hundred and fifty two (1652) war Arms, Twenty three thousand five hundred and eighteen (23518) Ammunitions, Seven three (73) ten Grenades and (28) Twenty eight Rockets were collected across the countries between 2015 to 2017 during the voluntary weapons collection exercise in five (5) Countries of Cote d'Ivoire, Guinea, Liberia Niger and Sierra Leone.

The performance of the targets under arms collection and destruction was uneven and low specifically in Sierra Leone and Liberia. A small number of the targeted communities were able to surrender weapons and ammunitions in these two countries. Majority of the communities did not present weapons as envisaged after extensive sensitization and educational campaigns. The stakeholders attributed the low voluntary collection of weapons in their communities to the fact that the weapons that were in the communities might have been surrendered during the predecessor projects or the unwillingness of those in possession of weapons to surrender due to the absence individualized direct compensation.

The intervention in western Côte d'Ivoire identified storage points, where containers have been deposited and arranged according to the standards for storing SALW. They are: San Pedro, Legion State; Guiglo, Gendarmerie Company; Man, Gendarmerie Squadron; Touba, Gendarmerie Squadron; and Odienne, Gendarmerie Squadron. The project has at the time of the review collected 339 arms, 10,100 ammunitions from the communities. These SALW have been sorted, registered, and stored. The project in Côte d'Ivoire maintain records of its

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interventions in the five regions of San Pedro, Cavally, Tonpki, Bafing and Kabadougou regions. The project also conducted capacity building training for Security forces on SALW destruction and stockpile management in line with ISACS requirement. However, destruction of the weapons collected from the communities within the framework of the ECOWAS-EU project, has not been conducted during the period under review which has been scheduled for 2018 .

In Liberia, only ammunitions that were collected without the handing in of their weapons. The reason provided was that all the weapons that were identified in the targeted communities prior to the start of the project had either been moved away or collected and destroyed under the successive projects. Further, it was revealed that the community member were not willing to surrender the weapons because most of them were not in favour of the communal benefit proposed by the project. They were more inclined towards individual direct benefit and some of the community members opened argued as such. With respect to Liberia, the review found only one (1) community based micro project- a community center at Grand Geda- had been completed in Liberia as a demonstration of response for the ammunitions collected from the community. It is worth noting that, to foster chances of success, the project was able to attain a Presidential waiver for non-prosecution for those who were going to hand in their weapons at the request of the targeted communities. centre at Grand Geda- had been completed in Liberia.

In Guinea, a joint NATCOM / UNDP mission and a meeting with the SDS helped to identify the storage sites for the collected weapons. The military commands were retained to house the storage containers for the collected weapons. 03 infantry battalions (Guéckédou, Macenta and Beyla) and the central portion of N'Zérékoré's 4th Military Region are equipped with secure weapons storage containers; Guéckédou (arms of Kissidougou and Guéckédou prefectures), Macenta (Weapons of Macenta prefecture), N'Zérékoré (Weapons of N'Zérékoré, Lola and Yomou prefectures) and Beyla (Weapons of Beyla prefecture). Consequently, 203 individual firearms; 01 collective weapons (12/7); 1,829 ammunition; 11 grenades; 16 boxes chargers; 01 shells. The targeted communities witnessed the removal of weapons pre-collected by the focal points in N'Zérékoré and Lola, and the communities were specifically encouraged by the women groups to voluntarily hand in weapons after their sensitization. In Guinea, the following projects have been undertaken as part of the community micro projects: Rice Shredder was provided for the following associations: the Endowment Association of women of Yomou ; Saint Simeon / Lola Association for the Development of Bamala / Macenta; Association of

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Young Leaders of Bofossou / Macenta; Group ZEZOGUI / Macenta; Noutouwé / Macenta grouping; and Bowa Group 2 / Macenta. The Youth Association for the Agricultural Promotion of Guéckédou were also provided with palm kernel oil processing machine. Also an aluminum carpentry machine was installed for the Guéckédou glaziers.

In Sierra Leone, community- based project such as hand pump wells as had been provided for four (4) communities namely Bribaya, Nomokonya, Banjubuya and Duguray. However, the following communities Banjubuya, Ganya, Falaba, Gberia Tibako and Gberira Fotunbu were yet to be provided with motorbikes as their community-based micro project.

### **4.4.1 Progress of Implementation of Key Activities**

The sub sections below details progress of implementation of key project activities in the six pilot countries. In keeping with the main tasks set up in the project appraisal document (PAD), all the pilot countries, prepared Activity Work Plans and Budget (AWPBs) for the execution of covering the 3 year period of the project. Under the approved AWPB, for example in 2017, the project has successfully initiated 260 field activities.

At about 67% of project activities implemented and the level of project results achieved, gives an indication that the project is on its way to attaining the project objectives within time and budget. It is of the view that the project has maintained good outputs under difficult conditions, managed the activities professionally, defined clearly the project strategy, and promoted participatory approaches towards decision-making and project management.

Generally, the implementation is progressing steadily at various levels of all the four components and the cost of implementation are within budget. So far none of the activities executed has exceeded its budget limits.

### **4.4.2 Knowledge Gaps on SALW Risks Through Advocacy And Outreach Programs:**

Extensive advocacy and outreach programs have been conducted in almost all the beneficiary countries to sensitise the community members on the dangers of Small Arms and Light Weapons (SALW proliferation).

Below are updates from the beneficiary countries:



### **La Côte d'Ivoire**

- a) In Côte d'Ivoire, a communication and awareness-raising strategy has been developed for communities in western Côte d'Ivoire. The document was validated by the ECOWAS Commission, NATCOM, UNDP, UFM, the Defence and Security Forces, RASALAO-CI, and the ADDR. The communications and awareness-raising strategy was intended to promote effective sensitisation on the intervention and to create avenues for participation in the activities of the project by the targeted stakeholders.
- b) At the time of the review, 5 sensitization campaigns had already been conducted in the 5 border regions in the West (border with Liberia and Guinea) in 2015 and 5 in 2016. In 2017, sensitisations were also carried out in the border towns with Mali and Burkina Faso, following recurrent terrorist threats.
- c) Similarly, awareness campaigns have been carried out with the media. It also became evident from the review exercise that, non-media channels have also been utilised to produce and convey key messages of the project. Specifically, 12m2 panels, posters and toolkits were produced to inform and educate the youth, women and students in the target areas of the project. Border populations were also involved in the sensitisations especially on the incentive messages such as "weapons against development". The use of unorthodox sensitization methods such as working with "Town Criers" and outreach to schools were introduced.
- d) The technical capacity of NATCOM was strengthened in resource mobilization techniques.
- e) The project provided material and logistical support (motorcycles, office equipment and computer equipment) for the installation of five deconcentrated commissions respectively in the project areas.

### **Guinea**

The ECOWAS-EU weapons project implemented in Guinea and the forest region has raised the level of awareness of the population and the Armed Forces on the proliferation of weapons. The engagement of actors at all levels (national, regional, and local) has created a craze among arms-holding communities. Data obtained from key respondents and other project stakeholders during the review exercise indicates that:

- a) A communication strategy document has been designed and validated since 2015.

- b) Six (6) mass sensitizations out of the planned seven (7) sensitisation and several outreach sensitizations have been conducted within the focal points in the 7 prefectures. The review found out that, 402 people were directly sensitised through community dialogue sessions; 7324 people were indirectly affected through educational talks and door to door information sessions with at least about 6,000 people having been reached by radio programs on SALW
- c) Sensitisation materials including kakemono, streamers, t-shirts, caps, flyers, stickers has been produced. For instance, for the forces, specialised training on the collection and secure transport of weapons were conducted.
- c) Further review demonstrated that the project has contributed to the capacity building of thirteen (13) CSO/NGOs operating in the project target areas on specific technical skills such as resource mobilization techniques. All these capacity building trainings took into account the selection and participation of women. In addition, twelve (12) CSOs, 75 per cent of them women, received training on the topics of SALW and GBV in order to capitalize on the role of women and vulnerable groups in the fight against the proliferation of SALW. Training on monitoring and evaluation according to the RBM approach was conducted for the benefit of NGOs. The impact of these trainings is evidenced by the some of the organizations 'ability to mobilise resources to augment the objectives of the project through calls for projects launched by other technical and financial partners. Substantively, they were also able to integrate SALW issues into land actions to reach the communities closest to the borders (in the case of the villages of Ziouèbli and Koarho located less than 500 m from the border with Liberia), this has also fosters cross border collaboration in the process.
- d) Prefectural authorities in the target regions of the project were trained on SALW control issues, awareness raising techniques for the voluntary deposit of weapons. They were thus at the center of the project's intervention strategy, given their influence and their proximity to the communities.
- e) The defence and security forces, law enforcement officers, have been trained on the techniques of securing and neutralizing weapons and explosive devices. The documents reviewed show the synergy of action established between UNMAS, Halo Trust, UNDP and NATCOM.
- f) The Defense and security forces in the various target prefectures received training in the collection, transportation and secure storage of weapons and ammunition. CSOs,

facilitators from the N'Zérékoré UNDP office based in the prefectures, the Defense and Security Forces, the focal persons also received training in gender and GBV. A total of 193 people are trained on peacebuilding, the collection and safe transport of weapons and gender-based violence (GBV). SDF agents (5 per prefecture) were trained on the management and security of the arsenals. The NATCOM teams also received training on resource mobilization.

- g) NATCOM Guinea has benefited from increased physical capabilities through the provision of 4 motorcycles to facilitate project implementation due to bad terrain, laptops, printers, digital cameras and office equipment. However, logistical support for better coordination of actions on the ground remains one of the major challenges.
- h) Soap making equipment and material was procured for the Socio Professional Association for Peace / N'Zérékoré, MarraâYoungo / Kissidougou Group; Cyber café has been installed for Yomou Women's Association for Development; Plastic chairs Equipment and musical kite has been provided for Association for the development of Nyeh2 / N'Zérékoré, Association of Volunteers for the Conservation of Macenta Nature, The association of the volunteers for the deposit of the weapons of Yomou, Group Nuketi Gueckedou. It is significant that the successes of weapons collection in Guinea was achieved working closely with the Women organized groupings and CSO's within the communities.

## **Liberia**

In Liberia the capacity of relevant stakeholders- Armed & security forces, National Commissions and CSOs of the selected countries enhanced:

- a) Printing and distribution IE&C material on small arms prevention-Ten thousand (10,000) handouts/flyers: "Facts about the ECOWAS/EU Small Arms Project"; two thousand (2000) posters; five thousand (5000) T-shirts; and six (6) soccer games held in the 6 targeted communities in 2016 as an entry point for actual arms collection. Provided 18 sets jerseys and 12 pieces of footballs
- b) Over 90 stakeholders including 25 women benefitted from 18 capacity building trainings/ workshops. The trainings were in: 1) monitoring and evaluation workshop and 2 SOPs development workshop; 2) arms stockpile management training; 4) SGBV and armed violence; 5) community mobilization for security

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and development; community development projects planning 6) arms collection, arms marking and recording

In terms of weapons collection, record keeping and destruction of SALW:

- a) 3 arms storage containers developed at Harper, Fish Town and Zwedru
- b) Preparations are ongoing to officially handover the containers to the Government of Liberia
- c) Presidential Waiver to protect community residents who turn over arms from reprisals
- d) Collection activities were organised in all six target communities in Grand Gedeh, River Gee and Maryland Counties from October 2016 up till now.
- e) 334 ammunitions (+100) from one of the targeted communities- **B’Hai Jozon Community in Grand Gedeh – County**).

Regarding implementation of community based development project:

- a) Community development action planning conducted in the six selected community/clans in the three counties- A total of 75 community members including 24 women participated in the exercises. All the selected clans were able to identify the priorities that they believe when implemented will improve their community living standards. The three (3) key priorities needs of the communities were mainly public community-latrines, hand pumps, and town halls
- b) One (1) community action plan implemented- Renovation of B’Hai Community Town Hall in Grand Gedeh County. Although only few rounds of ammunition were turned over by the community.

### Sierra Leone

With regards to Sensitization and Advocacy Programs Elaborated and Implemented:

- a) The communication plan developed in 2015 was reviewed during the 2nd National Technical Committee Meeting in Freetown.
- b) Community members were reached through radio discussion programmes embarked upon reaching approximately 3,949 men and 1,800 women. Also, in line with the communications strategy, jingles were produced and aired in the four main local languages for ease of understanding. It was noted that effective sensitization in Sierra

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Leone resulted in the identification and handing over of large deposits of Unexploded Ordnance (UXO) since the completion of the DDR programme.

Generally, it was observed that the sensitization and advocacy activities in Sierra Leone, led to improved attitude and behavioural change of community members which resulted in voluntary surrender of weapons and disclosure of piles of ammunition buried within communities.

With regards to enhancing capacity of relevant Stakeholders:

- a) Capacity of relevant stakeholders such as the Armed & Security Forces, National Commissions and CSOs in Sierra Leone was enhanced. In addition, the Sierra Leone National Commission on Small Arms (SLeNCSA) was supported to maintain an updated database of firearms registry at district/community. Community engagement and arms collection training for CSOs, youth/women's group for project implementation, project stakeholders was undertaking. Also, one knowledge sharing experience exercise was organized for selected CSOs; Youth groups and women's organizations on small arms (MRU, WANEP, SLANSA, CCSL).
- b) Sexual and Gender Based Violence training was conducted in four Districts namely Kono, Kenema, Kailahun and Koinadugu targeting a total of 80 participants of which 20 were women.
- c) The project also enhanced the operational capacity of the NATCOM by providing communication equipment including a digital Camera.

In all, the review noted that stakeholders benefited from workshops on knowledge and experience sharing organized for NATCOMs and selected beneficiaries from the target countries to interface on emerging issues around SALW.

Weapons Collection, Record Keeping and Destruction of SALW Conducted:

- a) Four (4) 20ft. containers procured in 2015, were partitioned in line with International Small Arms Control Standards (ISACS) and transported to the designated Police Security posts in Kenema, Kailahun, Kono and Koinadugu

The review established not many weapons were surrendered in Sierra Leone, (b however, Seven one (71) shot guns were tendered in by nine (9) communities in Koinadugu District. Nomokhoya, Biribaya, Dukuray and Banjubuya benefitted from

community hand pump wells as they never had one in their communities while Gany, Simitia, Gberia Fotumbu, Gberia Timbako and Falaba communities received motor bikes in lieu of community-based micro project. In Kailahun 30 UXOs were collected and destroyed in Kissi Tongi Chiefdom and they also received community hand pump wells. Groups were trained on savings scheme and management of micro projects in order to ensure project sustainability.

- a) with each Chiefdom consist of several town/villages: in Kono: Lei, Soa and Mafindor. Kailahun: Kissi Teng, Kissi Tongi, Luawa and Malema. Koinadugu: Neya, Mongo and Sulima. Kenema: Nomo and Tunkia. This was done through focus group discussions.
- b) With regards to community development projects, communities such as Bribaya, Duguray, Banjubuya and Nomokhoya had benefitted and received hand pump water wells whilst others such as Gberira Fotunbu, Gberia Tibako, Falaba and Ganya, just to mention a few, will be receiving motor bikes to run on commercial bases to support and improve their economic wellbeing.

#### **4.4.3 Emerging Outcome**

The following are some of the emerging outcomes of the ECOWAS-EU SALW project in the 6 pilot countries:

- a) **Increased awareness and visibility of issues relating to trafficking, proliferation, misuse, and their debilitating effects:** As a results of the awareness creation and sensitisation activities implemented under the project, issues relating to SALW has taking center stage in community discourse in the pilot countries. Issues around SALW has become topical and taking a center stage in community based discussions and national debates in the pilot countries. The project has brought to the fore and reinvigorated community discourses and dialogues on SALW issues especially its impact on women, children and the youth.
- b) **Increased demand for participation in the project by communities outside the targeted areas:** The sensitization through the lessons learned sessions with non-project communities has created a demand for the project in the areas that were not part of the target communities. For example, there have been repeated calls for the project to intervene in weapons collection activities in Gbarpolu, Lofa, Nimba and other border communities in Liberia; In Sierra Leone, communities surrounding project beneficiaries have also requested to be included in the project.
- c) **Enhanced capacities of project partners:** The project has enhanced the capacity of NATCOMS, Security Services and non-state actors in community engagements

including conducting awareness creation, sensitisation and community education as well as weapons collection, marking, storage and destruction. The project has also enhanced the institutional capacity of the beneficiary institutions and communities by providing them with technical and logistical support. For example, feedback from the SALW Unit at the Police Headquarters in Liberia revealed that the training and technical support received from the project has enabled them to effectively carry out their mandate which has contributed to the seizure and destruction of illegal weapons as well as curtailing violence related to small arms and light weapons. Further, it was also indicated that as a results of the training and the logistical support from the project, the beneficiary civil society organisations in the pilot countries are now able to effectively support SALW policy-making and coordination in the respective countries.

- d) **Increased collaboration and information sharing between the security agencies and other stakeholders:** The project has facilitated sharing of information sensitive records of state security arms and ammunition between the Security Agencies and non-state actors, something that was unthinkable before the start of the project especially in Liberia.
- e) **Increased capacity for resource mobilization:** The capacity building and technical support in resource mobilization enabled the NATCOMS to mobilize additional resources. For example the NATCOM in Liberia was able to mobilise additional resources from the UK Embassy and the AU-EU SALW Project based in Nairobi, Kenya. The support included Fifty Thousand United States Dollars (\$50,000) and in-kind support for the development of a fully equipped data center for recording and storage of weapons information with the backing and buy-in of the security agencies.
- f) Weak enforcement capacity and lack of modern equipment by providing capacity building to stakeholders;
- g) The project design acknowledge weak capacity and lack of modern equipment as contributory factors to the difficulty in addressing the challenge of proliferation of SALW in beneficiary countries. Towards this the project incorporated capacity building through the project activities. This subsection seeks to provide the capacity activities implemented in the project countries within the period under review.
- h) The ECOWAS / EU project has contributed to the reinforcement of the capacities of the Deconcentrated Commissions installed in the departments of the regions targeted by the project on the modus operandi of the collection of weapons. This was the case

for five deconcentrated commissions (Tabou, Toulepleu, Danané, Ouaninou and Gbéléban), which are chaired by the Prefects.

#### **4.5 Sustainability**

The sustainability assessment looked at availability of an exit strategy and capacity development measures as well as the existence of mechanisms to ensure that benefits continues over time after the end of funding. The review showed that the benefits of the project are likely to be sustained over time given the importance of the focus and the issues addressed. The project is designed and implemented in such a way that it is mainstreamed into the national small arms institutional arrangements. By involving the NATCOMS in the project planning and implementation modalities, the project has succeeded in motivating the interest and commitment of the national commissions to advance small arms intervention in the respective countries.

#### **4.6 Impact of the Project**

In general, the project has in a very short time succeeded in achieving both short and long term impacts among its beneficiaries. This has been possible due to relevant Community sensitization and awareness programmes that were conducted at the early stages of the project.

##### **Some comments from the beneficiaries:**

As a case in point, in Sierra Leone at Bribaya community were the project provided hand pump well, beneficiary in the community Madam Sago Kamara (Town Mother Queen) who surrendered her gun not for monetary gain but for community based development project indicated how her health had improved due to provision of portable water in her community.



## 5.0 CHALLENGES AND LESSONS LEARNT

Below is a list of some of the key challenges and lessons documented from the review:

- a) **Lack of trust and suspicion among community members and neighbouring communities.** There was evidence of a pervasive lack of trust within communities and between communities. Stakeholders including key informants spoke about the lack of trust between community members and between neighbouring communities as part of the reason for the non-surrender of weapons.
- b) **Apparent lack of trust and confidence between local community residents and their leaders.** It was also clear that there was lack of trust between the communities and their leaders. It became apparent that the community member demonstrated inadequate trust in their leaders.
- c) **Preference for individual benefit than Community benefit:** Converse to the strategy adopted by the project, the evidence from the review showed that the communities were more inclined towards individual benefit than communal benefit. This affected the voluntary submission of the arms and weapons. Most of the people were of the view that since the weapons were individually owned, the benefits should accrue to the individual owners but not shared by the entire community.
- d) **Inadequate involvement of high level decision makers such as legislators in the relevant project activities:** The targeting of high level stakeholders such as Parliamentarians and Senators was found to be inadequate. They were casually engaged, they were not fully involved especially at the community level to ensure that they also fully support and advocate for the success of the project.

## **6.0 CONCLUSION**

The mid-term evaluation has shown that the ECOWAS EU Small Arms project has made significant progress towards the project goal and objectives. The project which is being piloted in 6 countries is successful and on course. The project is making significant and satisfactory progress towards the project goal and objectives.

The project initiated actions on all the result activities which were planned for the first half of the project life and are at varying levels of implementation. The project is on course and most of the targets sets have been achieved indicating how enthusiastic the implementing countries have been with the exception of a few delays in procuring of items for the community based development projects in some of the pilot countries.

To be able to produce greater impacts the project will have to improve on its management efficiency. The project organizational effectiveness and efficiency will have to be strengthened and the approach and strategy improved.

## **7.0 RECOMMENDATIONS**

In line with the findings of the review, challenges and lessons learned, the following recommendation have been advanced:

### **7.1 Pilot Phase**

- a) Increase effort to accelerate arms collection and implementation of the community development project before the completion date.
- b) Consider inclusion of nearby communities (not initially targeted) who are willing to voluntarily submit their small arms and light weapons to benefit from the community development projects

### **7.2 Next Phase**

- a) Deepen sensitization activities including the use of champions - organizing house-to-house meetings and intensive engagement and involvement of legislators and local authorities to deal with the individualistic tendencies and to project communal and group benefit.
- b) Refine the focus group benefit concept to include support to help the beneficiaries to formalise and grow their businesses. The project should come up with measures to grow these small ventures into business that will transcend the project.
- c) Consider in-kind rewards for individuals in the form of scholarships for children/wards of those who voluntarily surrender their weapons.
- d) Strengthen capacity of NATCOM - Security Services and CBOs to ensure sustainable management of SALW issues in the country.
- e) Support NATCOM to improve its website to facilitate information sharing especially for citizens in the diaspora. This will help mitigate inflow of illicit arms and light weapons into the pilot countries.
- f) NATCOMS to develop and institutionalize resource mobilization and M&E as one of their core responsibilities with dedicated officers.
- g) Improve on Procurement Strategy - The project could adopt a decentralised procurement system that will enable the pilot Countries i.e. NATCOMS participate in aspects of the procurement process. This must be done after a **Micro Assessment** has been completed to evaluate their Procurement Capacity. A threshold to procure of goods and services valued at/not above a certain threshold agreed amongst parties could be

explored to be allowed to be purchased through NATCOM's (existing country specific government procurement) system.

- h) Strengthen the project organizational effectiveness and efficiency - Project organizational effectiveness relates to the project manager and the team members of the coordination Unit. This includes making provision for additional capacity building on the individual competencies (technical and administrative capacities), project level competences, and institutional competences (effective control and communication system, effective planning and scheduling). Under this project the organizational effectiveness could be even further optimised to strengthen and maintain full grips on the project.
- i) **Financial Assessment and Quarterly Release of Funds** to NATCOMS in pilot countries – It was noted that financial assessment was conducted for some NATCOMs to ascertain the adequacy of systems and their capacity to manage project funds. The outcome should be communicated to the NATCOMS who were assessed to let them know their capacity to manage project funds or otherwise. If results of assessment shows positive or found adequate, it is recommended that quarterly advance of funds (upon retiring of previous funds), should be made to the NATCOMS to implement project activities. This will go a long way to improve the already existing collaboration and cooperation between the UNDP and NATCOMS in pilot countries as well as enhance project support.

## 8.0 ANNEXES

### Annex 1 – Evaluation Questions and Evaluation Criteria

The mid-evaluation will have 3 components, (i) the analysis of the focus output areas, and (ii) the analysis of the extent to which the issue of SALW has been brought to the fore through this project within the respective NATCOMS in the six (6) countries (iii) the extent to which the management arrangements and implementation modalities have impacted on the project objectives. To define the broad aspects of the project that will be assessed within the 3 components, a series of evaluation criteria would constitute the framework used to formulate the evaluation questions.

#### *Component 1: Analysis of the Focus Output Areas*

##### *a) Relevance of the ECOWAS/EU SALW project:*

- Assess the degree to which the intended output for the project addresses the challenges of the respective countries;
- To what extent is the project aligned with and is responding to the ECOWAS convention?
- Is the implementation strategy appropriate for the needs as expressed?
- To what extent is the output areas (i) adapted to the needs of the Beneficiaries (ii) and in line with the priorities set by national commissions?
- A realistic analysis of the respective country situations; to what extent were the external risks (i.e. political, governance, conflict and fiduciary) and the internal threats to the project implementation identified?
- Assess to what extent the project incorporated gender-sensitive and inclusive approaches in implementation?

##### *b) Effectiveness of the ECOWAS/EU SALW Project:*

- To what extent were the expected outputs of the results matrix achieved or are likely to be achieved through the events and activities implemented in the project?
- Was there sufficient synergy among the various pilot countries? Did other pilot countries contribute to and reinforce achievement of project results?
- To what extent were the monitoring, evaluation, reporting and accountability systems adequate to enable the UN demonstrate project results?
- How well has the UNDP communicated its results/lessons learnt/good practices?

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c) *Efficiency of the ECOWAS/EU SALW Project:*

- Was the project actual expenditure in line with expectations and plans? Were there any significant changes or delays?
- Was the skill mix and continuity of key staff appropriate to the country context and strategy?
- To what extent was the geographic project coverage cost-effective?
- To what extent were the results of monitoring missions, periodic Project boards reviews used to reconsider design/direction of the project?
- How has the UNDP been effectively working together with the key partners, and other development partners in the Implementation of the project?

d) *Sustainability of the ECOWAS/EU SALW Project:*

- Did the project incorporate adequate exit strategies and capacity development measures to ensure sustainability of the output results over time?
- Are conditions and mechanisms in place so that the benefits of the project interventions are sustained and owned by commissions, institutions and stakeholders at the national and sub-national levels after the interventions are completed?
- What could have been done within the timeframe of the project so far to improve the likelihood of positive long-term effects and reduce the likelihood of negative long-term effects?
- Which areas of the project did not receive attention (either in Scope or output) which should be considered in future phases of the project?

***Component 2: The analysis of the extent to which the issue of SALW has been brought to the fore through this project within the respective NATCOMS in the six (6) countries***

The mid-term evaluation will analyze a core set of criteria related to the focus of the National institutions on the issue of SALW as follows.

a) Strategic Alignment:

- To what extent is the ECOWAS/EU SALW project aligned with the provisions of the ECOWAS Convention in the pilot countries?
- How effectively has the NATCOM's been working together with other key security sector and non-state actors in the respective countries?

b) Responsiveness:

- To what extent did the project anticipate and respond to significant changes in the national response to implementing the provisions of the ECOWAS convention? What were the missed opportunities in the project implementation if any?

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c). Added Value:

- To what extent did the ECOWAS/EU project add value to national efforts in increasing the awareness of the issue of SALW in the country?
- To what extent did the project increase the possibility of social cohesion at the community level in the pilot countries?

***Component 3: The extent to which the management arrangements and implementation modalities have impacted on the project objectives.***

The mid-term evaluation will analyze a core set of criteria related to the extent of the management/implementation arrangements of the project.

a) Strategic Alignment:

- To what extent is the management arrangements set up for the implementation of the project realistically achievable?
- To what extent did the project make use of the management arrangement stipulated in the contribution agreement between UNDP and EU?
- To what extent was the implementation aligned to the UNDP internal control frameworks?

b) Synergistic opportunities

- To what extent did the management of the project draw on the synergy available within the scope of the project to achieve results in the output areas?
- To what extent did the management of the project leverage on existing processes to maximize cost efficiency

c) Ownership and partnerships

- To what extent did the project manage the interests of the different partners in line with the agreed arrangements?
- To what extent did the communication of development results attribute achievements to the partners in the project?
- To what extent were the different stakeholders provided the opportunity to be involved with implementation?

**Annex 2 - Terms of Reference**

**Background**

The ECOWAS-EU Small Arms Project is an intervention under the Programme "EU support to ECOWAS Regional Peace, Security and Stability Mandate" (ECOWAS-EU PSS) for the implementation of the "Pilot Weapons Collection Programmes" related to the ECOWAS Conflict Prevention Framework (ECPF) component "Practical disarmament" in Member States. The project aims at sensitizing border communities, strengthening operational and institutional capacities of relevant stakeholders such as: National Commissions, Security Forces and Civil Society Organizations (CSOs) on the dangers of Small Arms and Light Weapons (SALW proliferation), as well as encourage voluntary weapons surrender/collection in return for community based development projects.

It is an ECOWAS project, funded by European Union (EU) and implemented by United Nations Development Programme (UNDP) Nigeria Country Office in close collaboration with National Commissions on Small Arms and Light Weapons (NATCOM), CSOs and other relevant stakeholders. It covers a duration of 3 years (2015-2017) with a budget of EUR 5,560,000. The project is implemented in two clusters covering seven countries, namely Sahel (Northern Niger, Mali, and Northern Nigeria) and Mano River Union (West of Cote d'Ivoire; Guinea Forestiere; East of Liberia; North-East of Sierra Leone).

**Purpose and Scope of the Evaluation**

The broader aim of the mid-term evaluation as is to generate a usable evaluation report that would aid in the implementation of the second half of the project in a timely and most effective manner, provide relevant information and strategic recommendations that would guide the Project steering Committee. The recommendations will aim to improve the strategies, implementation mechanisms, management efficiency, and also to inform the design of the follow up interventions of the phase of the project. The Evaluation exercise will cover the six countries that the project covers from 2015 to 2017, it will holistically review and systematically analyze recorded achievements and the accompanied strategies and how all these aided the project in delivering on its mandate.

The mid-term evaluation will:

- Assess the progress or lack thereof, towards the expected outputs envisaged in the project document. It will particularly refer to the approved work plans by the PSC which reflects the intended outputs in real time. Where appropriate, the evaluation will also highlight unexpected results (positive or negative) and missed opportunities;
- Provide an analysis of how the project has delivered and added value to the work of the national commissions in response to the issue of SALW;



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## Mid- Term Evaluation of the ECOWAS EU Small Arms Project

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- Present key findings, draw key lessons, and provide a set of clear and forward-looking options leading to strategic and actionable recommendations for the next project implementation by the partners.

### **Evaluation Methodology and Approach**

The Evaluation shall benefit from existing or newly commissioned studies, research or evaluations conducted by individual or collaborating Agencies including the UN Agencies.

Based on the documented innovations, lessons learnt and findings from the research, studies and evaluations, the Consultants will work with the UNDP and partners to conduct in-depth analysis of progress towards results, identify lessons learnt and propose corrective actions. The consultants will work with six Pilot countries to draw on lessons to feed into the draft mid- term evaluation report.

#### *Data Collection*

In terms of data collection, the mid-term evaluation will use a mixed data collection method approach that will include document reviews, group and individual interviews and field visits as appropriate.

Final methods to be selected must match the above stated objectives and specific questions. It is expected that the technical proposal will:

- a) Identify methodology and sample (address sampling limitations)
- b) Level of stakeholders' participation amongst other issues

#### *Information Sources*

The following minimum documents will be used for obtaining detailed background information on the ECOWAS/EU SALW project: The project contribution agreement document; results matrix; project document; approved Annual Work Plans by PSC; Relevant SALW Reports.

#### *Validation*

The Evaluation Team will use a variety of methods to ensure that the data is valid, including triangulation.

#### *Stakeholders' Involvement*

An inclusive approach, involving a broad range of partners and stakeholders, will be taken. The mid-term evaluation will have a process of stakeholders mapping to identify both project direct partners as well as stakeholders who do not work directly with the UNDP, yet play a key role in a relevant outcome of the project. These stakeholders may include representatives from the security apparatus and institutions, Governments at all levels, civil-society organizations, other multilateral organizations, bilateral donors, and most importantly, the beneficiaries of the project. The Inception report will

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describe consultants' understanding of the assignment, with detailed methodology as well as chronogram and the different report to be submitted.

### The Evaluation Process

The process of the evaluation will be divided into four phases, each including several steps:

**Phase 1: Preparation and Desk Phase:** i) Desk review; ii) Stakeholder mapping; iii) Development of an operational/logistical plan. The Output of this phase is the Inception Report.

**Phase 2: Data Collection Phase:** At the end of this phase, the evaluation team will provide a debriefing of the preliminary findings to the National Technical/project implementation team, take initial comments and validate the preliminary findings.

**Phase 3: Drafting the Evaluation Report:** i) *A draft mid-term evaluation report* will be prepared by the evaluation team after the data collection exercise. The draft report will be submitted by the Lead Consultant to the mid-term evaluation Committee. ii) *Review and Quality Assurance* – The Lead consultant will be directly responsible for addressing any comments or observations towards eventual finalization of the report. iii) *Presentation of findings, Validation and submission of report-* The Evaluation team shall present the final draft for validation to stakeholders in designated meetings while the *final report* shall be submitted to the PSC via the UNDP project coordination office (Word and PDF version).

### Deliverables

- Inception report describing consultants' understanding of the assignment and his/her plan to execute it (4 to 6-page document) to be submitted one week after the start of the assignment.
- Progress report/briefing to the mid-term evaluation Committee Project Coordination office/ECOWAS/EU (the briefing periods to be determined in the Inception Report).
- Comprehensive Final mid-term evaluation Report (25 pages content including not more than 4-page Executive Summary)
- A Power Point presentation containing the main findings, conclusions and recommendations of the evaluation for dissemination and debriefing purposes.
- Final mid-term evaluation report will be translated into both English and French (Cost of translation to be borne separately by the project).

### Management and Process

The consultants will be expected to work independently on the evaluation although organizational support will be available from the coordination office in Abuja, MRU Cluster coordination as well as from project coordinators in all the pilot countries. Under the overall supervision of the PSC the mid-term evaluation consultants will be primarily responsible for managing the evaluation process with the day-to-day technical management support by the Project Coordination Office (PCO). The PCO will facilitate (where necessary) access of the consultants to key informants, including heads and staff of the respective security agencies, development partners, government and other partners; prepare the necessary documentations for the consultants.

A detailed work plan will be prepared by the consultants and submitted to the PCO for approval to guide the monitoring of the assignment. The 2 selected consultants will be jointly accountable for the deliverables within deadlines agreed upon with PCO in Nigeria. The team will ensure sufficient division of labor and coordination among themselves

### **Time Frame and Remuneration**

The consultancy is expected to last six weeks from the first week in June, 2017. Remuneration will be in accordance with the UN Rules and Regulations and will be commensurate with the complexity of the assignment. The UN will in addition to the agreed fee meet the costs for official travel of the consultants and pay the appropriate Daily Subsistence Allowance which should be included in the financial proposal. The Consultancy fee will be paid in line with the following schedule and upon acceptance of key deliverables:

- At the end of the Desk Phase: 20%
- At the submission of the Final Draft Reports: 50%
- At the end of the mid-term evaluation exercise and submission of final report: 30%

### **Composition of the Evaluation Team**

There will be a team of three (3) consultants made up of one International Expert and two National Experts. The international consultant will be the team leader with the added responsibility of undertaking the assignment in two of the pilot countries (Liberia and Sierra Leone). The two national consultants will cover (Niger and Mali), and (Cote d'Ivoire and Guinea) respectively. Under the leadership of the International consultant, the team of consultants will be responsible for producing the

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mid-term evaluation report document to be validated by the project technical team in Abuja before finalization. Each of the consultants should possess relevant qualifications and experience in at least one of project countries. As much as possible, the composition of the team will be gender sensitive. The selected consultants are expected to be independent and should not have been involved in the implementation of project of its NATCOMS in any of the pilot countries.

### Tasks of the Consultants

- Thoroughly review and familiarize self with the project documents including the contribution agreement, Standard Operating Procedures, ECOWAS Convention, the project Results Matrix, ECOWAS conflict prevention Frameworks;
- In close consultation with the PCO, manage the day-to-day coordination of the detailed tasks of the mid-term evaluation including communication with the focal points in the respective National Agencies, sending, receiving and proper archiving of documents; organizing and facilitating consultative/coordination meetings etc.;
- Convene coordination meetings with and provide technical guidance to the other consultants and ensure their full understanding and application of the Evaluation principles and guidelines to both the processes and outputs.
- Review and analyze inputs from all agencies and stakeholders, ensure that the reports answer the Evaluation Questions (see above) and collate into the draft mid-term evaluation Report;
- Draft the text of the report including the executive summary; and synthesis of the Situation Analysis update, the constraints, the lessons learnt, summary of proposed changes and recommendations for the ECOWAS/EU SALW Project;
- Plan, organize, facilitate and summarize outputs from a participatory comprehensive SWOT analysis of the implementation arrangements and operationalization process;
- Present the draft mid- term evaluation Report to the PCO and incorporate any comments or changes and produce the final draft of the report;
- In collaboration with the PCO in Abuja, lead the planning for, and organization of, the mid- term Evaluation meeting including preparation of the report document, the accompanying presentations and the meeting logistics;
- Attend Evaluation meetings and incorporate any comments or changes and produce the final Evaluation report;
- Ensure final report is translated into both English and French.

### **Competencies of Consultants**

### **11.1. International Expert P5 (Team Leader)**

The International consultant should have the following qualifications and competencies:

- Advanced University degree in one or more of the following areas: political science, peace and conflict management, economics, social sciences, human rights, law or related fields;
- Excellent knowledge of the UN system and UN common programming process with 15 years or more experience in development programming;
- Sound knowledge of at least two of the pilot countries.
- Expert knowledge and/or methodological/technical knowledge in peace building, conflict prevention, and SALW related issues.
- Experience in data collection and analytical skills, particularly in results-based management, human rights based and gender mainstreaming approaches; quantitative and qualitative data collection and analysis; participatory approaches;
- All-round understanding of the UN's mandate and *modus operandi* is required;
- Excellent facilitation, coordination, communication and report writing skills in English, knowledge of French is an advantage;
- Ability to work in a team and deliver results.

### **11.5. National Consultants (NOC)**

The National Consultant should have the following qualifications and competencies:

- Advanced University degree in one or more of the following areas: Political Science, Economics, Social Sciences, Law or related fields;
- At least 10 years' experience in programming in conflict prevention and management, internal security, management and responses to SALW related issues, design and implementation of community based responses;
- Expert knowledge of and working familiarity with results-based management, human rights based and gender mainstreaming approaches;
- Demonstrated experience in quantitative and qualitative evaluation methodology;
- Understanding of the UN's mandate and *modus operandi* preferred;
- Excellent communication and writing skills in French, Knowledge of English is an advantage;
- Ability to work in a team and deliver results.

### **Ethical Code of Conduct for UNEG Evaluations**

*For details on the ethics and independence in evaluation, please see UNEG Ethical Guidelines and Norms for Evaluation in the UN System*

<http://www.unevaluation.org/search/index.jsp?q=UNEG+Ethical+Guidelines>

[http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc\\_id=21](http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=21)

