Technical Assistance for the Programme "EU Support to ECOWAS regional Peace, Security and Stability mandate" - EU-ECOWAS PSS

EuropeAid/134834/D/SER/Multi

2nd Interim Report

Project location:	Abuja, Nigeria
Project start date:	8th June 2015
Project end date:	7 April 2019
Total budget	€ 29,330,000
EC contribution:	€ 27,000,000
Name Beneficiary	ECOWAS Commission
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Reporting Period	January 2016 – June 2016
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Date Submitted	September 2016

TRANSTEC   In consortium with   CMI   WANEP   "hd Centre for Humanitarian Dialogue _Mediation for peace_   TRANSTEC AFRICA

Abbreviations and acronyms

APSA	African Peace and Security Architecture
CA	Contracting Authority
CMI	Crisis Management Initiative
CSO	Civil Society Organisation
DDR	Disarmament, Demobilisation and Reintegration
DPA	Department of Political Affairs
DPKRS	Department of Peacekeeping and Security
ECOWAS	Economic Community of West African States
ECPF	ECOWAS Conflict Prevention Framework
EDF	European Development Fund
EPF	ECOWAS Peace Fund
EUD	European Union Delegation
HD	Centre for Humanitarian Dialogue Mediation for Peace
HQ	Headquarters
ICT	Information and Communications Technology
IE	Incidental Expenditure
IT	Information Technology
IR	Inception Report
KE	Key Expert
LF	Logical Framework
LT	Long term
NKE	Non-key Expert
PAPS	Political Affairs Peace and Security Department
PF	Peace Fund
PK	Peace Keeping
PPT	Processes, People and Technology
PSCC	Project Steering and Coordination Committee
PSU	Project Support Unit
ROM	Results Oriented Monitoring
SALW	Small Arms and Light Weapons
TA	Technical Assistance
TA	Technical Assistance Team
TL	Team Leader
TOR	Terms of reference
UN	United Nations
UNDP	United Nations Development Programme
WANEP	West African Network for Peace building

EU Support to ECOWAS regional Peace, Security and Stability mandate - EU-ECOWAS PSS

1. Executive summary

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Following signature on the 8th of May, 2015 of the service contract for the implementation of the "Technical Support to the EU Support to ECOWAS regional Peace, Security and Stability mandate (EU-ECOWAS PSS)", the technical assistance kicked off on the 8th of June 2015 with the resumption of duties of some of the key experts at the ECOWAS Commission.

The Technical Assistance (€6.3 million)) is a component of the fuller EU-ECOWAS PSS programme (with a total amount of €29.3 million) which also includes a grant component to civil society organisations (€200,000), a contributory agreement with the UNDP (€5,6 million) and a grant component (valued at €11.9 million) awarded to ECOWAS. The latter is designed to fund overall activities and staff costs except for activities and staff costs provided under the TA service contract and specific activities implemented through Grants to CSOs. A provision of €1.9 million was also budgeted as incidental expenditure of the project.

This is a 46 months assignment with a proposed inception phase of 3 months and a project close-out phase of 1 month.

The second six months of the project covered the period of January 201§ to June 2016 and involved a number of project management-related and technical activities.

At the project management level, the TAT took active part in the PSU meetings that were held on a weekly basis to address project related issues. With regards to the project management structure, the Team Leader become temporarily unavailable due to family health emergency and did not return by the end of the period. In April 2016, the two key expert positions were filled with the assumption of duty of Juvénal TURATSINZE (KE2) and Philippe de HOLLAIN (KE3). Finally, in the month of June 2016, Vincent OKELE was recruited to serve as interim team leader given the prolonged absence of Ms. FORTUNE.

At the technical level, the TAT continued to focus on supporting ECOWAS to review and submit the the direct award grant application. A 4th draft application was submitted on the 2nd of June 2016 followed by a meeting with the EUD on the 30th of June to address outstanding issues flagged by the latter.

A revised work plan was elaborated at the end of the period and a total of 157 man days of Key Expert resources were used during the period.

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2. Introduction

The service contract for the implementation of the "Technical Support to the EU Support to ECOWAS regional Peace, Security and Stability mandate (EU-ECOWAS PSS)" was signed on the 8th of May, 2015 between ECOWAS and a consortium of 4 firms led by TRANSTEC, Belgium (hereafter referred to as the consortium).

This Technical Assistance (TA) is a component of the fuller EU-ECOWAS PSS programme which also includes a grant component to civil society organisations (CSOs), a contributory agreement with the UNDP (on Pilot weapons collection programme) and a grant component awarded to ECOWAS.

The TA effectively kicked off on the 8th of June 2015 with the resumption of duties by 2 of the 3 key experts (KEs) at the ECOWAS Secretariat. This is a 46 months assignment with a proposed inception phase of 3 months and a project close-out phase of 1 month.

This report outlines the activities of the Technical Assistance Team (TAT) during the second six months implementation period of the Project - January 2016 to June 2016.

It was drafted by Vincent OKELE, who served as Team Leader during the absence of Francis Fortune. Contributions were made by members of the Project Support Unit (Juvénal TURATSINZE, Philippe de HOLLAIN and Gloria UGWUNZE) as well as Mr. Dieudonné NIKIEMA, the Manager of the ECOWAS Peace Fund who is serving as the ECOWAS designated Project Coordinator of this project.

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3. Objectives to be achieved (Overall Objective, purpose, results)

The overall objective of the EU-ECOWAS PSS project is to contribute to building and maintaining Peace, Security and Stability in West Africa to ensure development conditions.

The Specific Objective is to provide support to ECOWAS that will enable it as an institution to execute its conflict prevention and resolution mandate in a sustainable way, notably by executing a shift from a reactive to a preventive mode in acquiring increased strategic, operational and management capabilities. The intervention logic consists of a twin-track approach notably:

- strengthening the institutional and managerial capacity of the Departments and other institutions with responsibility for this sector i.e. the Department for 'Political Affairs, Peace and Security' and the ECOWAS Peace Fund - **Result 1**
- Supporting the development and implementation of Plans of Action of selected components of the ECOWAS Conflict Prevention Framework (ECPF). – **Result 2**

The project adopts a 'project approach' implemented through a combination of three modalities:

- Centralised management - Grant to an International Organisation (direct award to ECOWAS) to cover costs of overall project activities and staff costs
- Joint Management - Contribution Agreement with UNDP (grant) on the project "Pilot Weapons Collection Programmes" and;
- Partially Decentralised management – TA Service Contract and Grant to Civil Society Organisations (call for proposals) for cross-border community dialogue/peace-building and fight against small arms proliferation.

The direct award grant component to ECOWAS is designed to fund overall activities and staff costs except for activities and staff costs provided under the TA service contract and specific activities implemented through Grants to CSOs.

The Purpose of the Assignment is to provide a Technical Assistance Team (TAT) (long-term and unallocated short-term expertise) to play an advisory role, to manage and supervise implementation of this project.

The Planned outcome of the TA services includes the following:

- Technical expertise tasks
  - capacity development of the organisation;
  - provision of policy and expert advice;
  - strengthening of implementation;
  - Preparation/facilitation of EU cooperation.
- Administrative tasks:
  - preparatory and ancillary tasks relating to planning, monitoring, reporting on project components, as well as the day-to-day relations and dialogue with the ECOWAS Commission
- Additional tasks:
  - Development of the sustainability/exit-strategy;
  - Conduct of a mapping study of West Africa CSOs in the area of intervention of this project,
  - Establishment of a mechanism for early responses to crisis for mobilization of resources under a grant to the ECOWAS Commission for ECOWAS mediation facilitation activities

The set of activities to be performed in view of achieving the 2 principal results of the assignment are presented in Annex 1.

4. Activities carried out during the period

4.1. Administrative Activities

- Project Management Activities.
    - The PSU held weekly meetings on a regular basis to address project related issues.

- Changes in the Project's management structure
    - At the end of January 2016, Ms. Francis Fortune, the Team Leader, became temporarily unavailable due to family health emergency.
    - In April 2016, the two key Expert open positions were filled with the assumption of duty by Juvénal TURATSINZE (KE2) and Philippe de HOLLAIN (KE3)
    - In the month of June 2016, Vincent OKELE was recruited to serve as interim team leader given the prolonged absence of Ms. FORTUNE

- Reports
    The following reports/deliverables were submitted during the period:
    - 4th draft of the grant award application – official submission
    - 5th draft of the grant award application – non official submission.

4.2. Technical Activities

In addition to the project management and coordination activities, a number of technical activities were foreseen during this implementation period. These included:

- Conduct of baseline surveys, gap analysis and capacity analysis (at PAPs and ECOWAS Peace Fund)
- Establishment of M&E systems,
- Elaboration of training plan for ECOWAS capacity development and transfer of knowledge and know-how
- Visibility strategy preparation and procurement

As indicated earlier, the grant component of this project (direct award to ECOWAS) was designed to fund overall activities and staff costs except for activities and staff costs provided under the TA service contract and specific activities implemented through Grants to CSOs.

While the implementation of the TA service contract started in June 2015, the grant award application from ECOWAS was yet to be signed by both parties at the beginning of this period.

Given the time lapse since the design and subsequent signing of the Financing agreement, it was assumed that some of the retained activities may either be no longer relevant or may have been or being funded by other donors. Also, new imperatives that needed addressing may have also emerged during this period.

Thus, given the importance and urgency of addressing this, the technical activities undertaken by the TAT during this phase focused principally on supporting ECOWAS to review and submit the direct award application. A number of meetings/workshops were held with stakeholders at the PAPs Directorate. The key milestones included:

- 2nd of June 2016: Submission of the 5th draft version of the Grant Application
- 26th of June 2016: Submission of a non-official revised version of the Grant Application – soft copy
- 30th of June 2016 – meeting with the EUD to address outstanding issues flagged on the last submission.

4.3. Envisaged progress until next report.

During the next six months, the expectation is that the baseline activities indicated above will be carried out and the review of the grant award application will be finalised and the application submitted.

5. Workplan & Resource usage

In view of addressing the specific objective of providing support to ECOWAS that will enable it as an institution to execute its conflict prevention and resolution mandate in a sustainable way, two key results needed to be achieved, viz:

- strengthening the institutional and managerial capacity of the Departments and other institutions with responsibility for this sector i.e. the Department for 'Political Affairs, Peace and Security' and the 'Peace Fund'; - Result 1
- Supporting the development and implementation of Plans of Action of selected components of the ECOWAS Conflict Prevention Framework (ECPF). – Result 2

In addition to administrative tasks to be performed in view of ensuring smooth implementation and monitoring of the project, the TAT needed to plan for and execute technical tasks (capacity development, provision of policy and expert advice, facilitation of EU/ECOWAS cooperation) that would contribute to the realisation of these two results.

To achieve this, a number of technical activities were foreseen during the second six months of the implementation period (see 4.2).

However, during this period, the TAT focused principally on supporting ECOWAS Commission in reviewing and adapting the grant application to ensure signature by both parties. This meant that some technical activities scheduled during this period had to be rescheduled for the next six months period.

The revised work plan for the forthcoming 6 months is presented in Annex 2.

The table below sets out the resource usage during this period as well as the cumulative usage since the start of the project.

Period	KE1	KE2	KE3	NKE
January 2016	7		2	
February 2016	21			
March 2016				
April 2016		15	16	
May 2016		21	16	
June 2016	18	22	22	
Jan 2016 – June 2016	**46**	**58**	**56**	**0**
June 2015 – Dec 2015	**105.50**	**54**	**66**	**0**
Cumulative Total	**151.5**	**112**	**122**	**0**

KE1: Key Expert 1 - Team Leader/Institutional Development Specialist
KE2: Key Expert 2 - Project Management Specialist
KE3: Key Expert 3 – Finance and Procurement Specialist

6. Financials

6.1. Incidental Expenditure budget

The EU ECOWAS PSS project is funded under the 10th EDF (Envelop A) for total sum of €29,330,000 of which the beneficiary, ECOWAS, commits to provide a co-financing of €2,330,000.

As indicated earlier, the project adopts a 'project approach' implemented through a combination of three modalities. These include
- Centralised management - Grant to an International Organisation (direct award to ECOWAS) to cover costs of overall project activities and staff costs - €11,790,00
- Joint Management - Contribution Agreement with UNDP (grant) on the project "Pilot Weapons Collection Programmes" – €5,560,00
- Partially decentralised management
   o   Technical Assistance Service Contract - €6,300,00
   o   Grant to Civil Society Organisations (call for proposals) for cross-border community dialogue/peace-building and fight against small arms proliferation – 200,000 Euro

Also a provision of €1,900,000 has been made available to cover ancillary and exceptional eligible expenditure incurred under this contract. As per the Terms of Reference of the TA Service contract, the expenditures covered relate principally to 4 budget items:
- External Missions related expenses (travel and subsistence allowances)
- Costs for organising training/workshops/seminars and study tours. These include travel costs and per diems paid to participants (subject to prior approval by the CA and EUD) for missions required in the Organisation & Methodology section of the consortium's technical proposal and/or the TA Service contract ToR,
- Costs and Operational expenses of the PSU (Office) provided for KE and NKEs mobilised under the contract
- Costs for specific security measures such as extra insurance, training or extra security activities, for the safety of the staff and smooth implementation of the project

As per the ToR of the TA service contract, prior approval by the Contracting Authority for the use of the incidental expenditure is not needed with the exception of costs related to the organisation of specific security measures. Also, prior information is necessary for costs related to missions and training/workshop/seminars.

However, the consortium indicated in its technical proposal that it will seek to review (with regards to eligibility, value and reporting modalities) any proposed IE budget with the CA and EUD prior to execution.
An indicative draft IE budget for the next six months will be finalised following agreement on and approval by the EU of the budget of the direct grant award to ECOWAS.

6.2. Expenditure

The expenses incurred during the second six months of implementation period are set out in the table below.

Budget Breakdown Category	Cost incurred - January 2016 to June 2016 (in Euro)	Expenditure to date
Missions related costs (Travel costs & per diems - Experts)	0.00	0.00
Training/workshops/seminars and study tours organisation	1,995.02	3,053.51
PSU office consumables and operating expenses	1,097.00	2,016.67
Specific security measures-related costs (KE & NKE)	0.00	0.00
Visibility & specific studies related costs	0.00	0.00
Total	**3,092.02**	**5,070.81**

APPROVED BY:

NAME:

TITLE:

SIGNATURE:

DATE:

7. Annexes

Annex 1: Results and Activities

Result 1: ECOWAS Commission institutional capacities in conflict prevention and resolution at Regional and National level strengthened
Result 1.1: Capacities within the Department '*Political Affairs, Peace and Security*' and the ECOWAS '*Peace Fund*' to coordinate, plan and manage activities and resources reinforced
Activity 1.1.1: Strengthening the internal organisation of PAPS / PF – the Process Approach
Activity 1.1.2: Coordinate skills development at PAPS / PF ('in general')
Activity 1.1.3: Recommend and develop technical infrastructure support at PAPS / PF
Result 1.2: Specific ECOWAS Commission expertise in selected thematic areas of the ECOWAS Conflict Prevention Framework ('internal expertise') developed
Activity 1.2.1: Training in selected areas of ECPF addressed in project as well as cross-cutting issues
Activity 1.2.2: Provision of support to senior level executive on decision-making on specific technical issues
Activity 1.2.3: Provision of policy and expert advice
Activity 1.2.4: Conduct of studies that are within scope of the project
Result 1.3: Rosters for the mobilisation of Regional expertise in selected thematic areas of the ECOWAS Conflict Prevention Framework ('external expertise') established
Activity 1.3.1: Development of a plan for external resources mobilisation, technical specifications of roster(s)
Activity 1.3.2: Creation, deployment and external promotion of roster(s)
Activity 1.3.3: Operationalise and hand-over roster(s)
Result 1.4: ECOWAS institutional Peace & Security architecture to efficiently underpin ECOWAS mandate strengthened
Activity 1.4.1: Assessment of existing P&S architecture, Recommendations for strengthening
Activity 1.4.2: Establishment of a Joint Situation Room at PAPS
Activity 1.4.3: Establishment of Joint Situation Rooms at National Levels in a limited number of countries
Activity 1.4.4: Institutionalising process management as an enabling mechanism for the Peace architecture
Activity 1.4.5: Implementation of other activities resulting from Activity 1.4.1
Result 2: Implementation of selected components of the ECOWAS Conflict Prevention Framework enhanced
Result 2.1: Plans of Action and strategies for the implementation of selected ECPF components coherent with the APSA developed
Activity 2.1.1: Development of Plan of Action for each component
Activity 2.1.2: Implementation strategy for each Plan of Action
Activity 2.1.3: Identification and development of EU-funded actions within the EU grant
Activity 2.1.4: Facilitation / Identification of other actions for possible future EU funding
Result 2.2: Selected thematic ECPF components, coherent with the APSA implemented
Activity 2.2.1: Provision of support to the operational management of project actions
Activity 2.2.2: Provision of support to the administrative and financial management of project actions

Annex 2: Draft Work plan for the period of June 2016 to December 2016

Technical Assistance for EU-ECOWAS PSS - TENTATIVE SCHEDULE OF ACTIVITIES, PROJECT MILESTONES

Activity		Lead	K1	K2	K3	NKE	Deliverable
	Activities and tasks						
	Inception phase						
	(Pre-activity: Contracting, briefing of key experts at Transtec)						
	Installation of project, mobilisation KEs and support staff						
	Setting-up of the Project Support Unit (PSU)						
	Preparation of ECOWAS Direct Grant Award	k3	50	66	66		Grant award signed
	Preparation / submission to the CA of the Inception Report						
	Assistance to the CA in setting up the PSCC						
	Establish modalities of collaboration - TAT/PSU, PSU/EPF and EPF/PAPS						
	Annual plan for PSU and IE budget	K1	2				
	Preparation of start up processes for the ECOWAS Direct Grant Award including development of procurement TORs.	K2	15	15	15		Grant Implementation Procedure
	Preparation and procurement of TORs for civil society mapping	K3		2	10		ToRs
	Visibility strategy preparation and procurement	NKE			10	20	Visibility & communication strategy
	M&E plan development	k2	1	5			Revised M&E Plan
	Baselines for capacity building established	k2	8	8	8		Capacity building baseline
	internal Project Management Manual	k1	5		2		Internal Project Manual
	Implementation phase						
	Result 1: Strengthened ECOWAS Commission institutional capacities in conflict prevention and resolution at Regional and National level.						
	Result 1.1: Reinforced capacities within the department 'Political Affairs, Peace and Scurity' and the ECOWAS 'Peace Fund'						
11.1	**Strengthening PAPS / PF organisation- Process Approach**	K1	2				PAPA/EPF Process approach report
	Concept note on the ' process approach', endorsed by ECOWAS authorities						
	Process approach implementation strategy, endorsed by ECOWAS authorities	K1	5	5	5		PAPS/EPF Process view report
	Design of each Process - gradual, based on 'live' needs and operational opportunities						
	Installation and implementation of each Process						
	Hand-over of the Process Approach to ECOWAS authorities						
11.2	**People - Skills development of PAPS / PF ('in general')**						
11.2A	**General training PAPS department and Peace Fund staff**						
	Training needs assessment	K2	5	5	5		PAPS/EPF TNA report
	Design of training programme and modules						
	Implementation	K1	10	10	10		
	Evaluation	K2	2	2	2		PAPS/EPF Training report
11.2B	**Mentoring - exposure to best practice of staff**						
	Development of bespoke mentoring scheme for Department						
	Implementation of regular mentoring sessions						
	Organise and conduct study tours						
	Experience sharing talks						

							Deliverable
1.1.2C	**Support to recruitment process of PAPS and Peace Fund staff**						
	Identification of existing work conducted on recruitment and HR needs		K2	2	5	5	
	Consultations to clarify specific competencies needed for staff		K2	3	2	2	
	Definition and validation of a detailed recruitment plan		K2	2	3	3	Detailed recruitment plan
	Provision of technical inputs to on-going recruitment under the EU grant		K2	5	5		
11.3	**Technology, technical / infrastr. development of PAPS / PF**						
	Institutitional tools capacity uptake analysis		k1	22	22	22	ICT baseline report
	Approval of the need to introduce new technology solutions in the target units						
	Analysis of resulting process flow with respect to IT tools /institutional tools that will support it						
	Procurement and deployment of IT solution						
	Testing and training staff on the use of the solution.						
Result 1.2: specific ECOWAS Commission expertise in selected thematic areas of the ECOWAS Conflict Prevention Framework ('internal expertise') Developed							
12.1	**Training in selected areas of ECPF**						
	Training needs assessment		K2	5	5	5	ECPF TNA report
	Design of training programme and modules		NKE			5	Training Modules
	Implementation						
	Evaluation						
12.2	**Support senior level executive for decision-making on specialised technical issues**						
	Provision of high-level briefings		NKE			5	
	Provision of expert inputs						
	Provision of regular backstopping expertise by CMs		CM				
12.3	**Provision of policy and expert advice**						
	Provision of high-level debriefings		NKE			5	
	Provision of expert advice		NKE			10	
	Provision of ad-hoc regular backstopping expertise on demand from CMs		CMs				
12.4	**Perform studies within scope of project**						
	Periodic analysis and selection of studies						
	Consultative development of TOR						
	Implementation / development of the studies						
	Revision. Endorsement and publication of the studies						
Result 1.3: Established rosters for the mobilisation of Regional expertises in selected thematic areas of the ECPF ('external expertise')							
13.1	**Dev. plan of external resources, roster technical specs.**						
	Inventory of existing rosters and knowledge of external expertise		K2	3		2	
	External resources development plan		K2	2	2		External Resources Dev Plan
	Definition and validation of the technical specifications of the roster		K2	2	5		
	Create pilot project for either Division of Elections Assistance or Mediation and Facilitation Division						
13.2	**Creation, installation and external promotion of the roster**						
	Conduct training						
	Installation of the roster						
	Communication to the target audiences						
	Receiving, processing, recording the first registrations received						

13.3	**Management, handover and sustainability of the roster**					
	Defining and installing update modalities and tools for the data of the roster					
	Supporting PAPS / PF in the daily management and updating of the roster					
	Defining and implementing a possible upgrade of the system					
	Hand-over of the roster management, user manual and recommendations					
Result 1.4: Strengthened ECOWAS Institutional Peace & Security architecture to efficiently underpin ECOWAS mandate						
14.1	**Diagnostic of architecture, proposals of strengthening**					
	Diagnostic, identification of priority options for strengthening the architecture					
	identification of the Activities to be led, endorsed by ECOWAS					
	Design of a Plan of Action, endorsed by ECOWAS	K1	5	5	5	Architecture strengthening plan of action
14.2	**(suggestion) Creation of a PAPS Crises Management model**					
	Develop note on process for developing concept					
	Create consensus on the need for crises management model					
	Equip and furnish joint situation rooms/crises model					
	Ensure fonctionality of joint situation room /crises model					
	Test/assess the situation room					
	Fine-tune the functioning, assign roles and responsibilities					
14.3	**(suggestion) Joint Situation Rooms in 2 or 3 pilot countries**					
	Develop concept note on joint situation room at national level					
	Create consensus on the need for joint national situation rooms					
	Equip and furnish joint situation rooms					
	Facilitate functionality of joint situation room					
14.4	**(suggestion) Institutionalise process of Peace Infrastr.**					
	Internal capacity development on modern approaches for Result Based Management including MTAP					
	Develop guidelines for programme planning implementation and monitoring					
14.5	**Implementation of the activities as decided in activity 1.4.1**	(will depend on the activities that will be decided under activity 1.4.1)				
Result 2: Enhanced implementation of selected components of the ECOWAS Conflict Prevention Framework						
Result 2.1: Developed Plans of Action and strategies for the implementation of selected ECPF components, coherent with the APSA						
21.1	**Preparation of the Plan of Action (AP) in each component**					
	Adopting timing priorities and a calendar for the AP of all the selected components	K1	5	2		
	Adopting a standardised structure and format for the APs to prepare					
	Diagnostic of field priorities and of past action in each component					
	Running all consultations and studies, preparatory to the elaboration of each AP	K1	10	5		
	Elaboration of each AP, to be approved by ECOWAS					ECPF Plans of Action
21.2	**Implementation strategy for each Plan of Action**					
	Adopting timing priorities and a calendar for the AP of all the selected components					
	Adopting a standardised structure and format for the APs to prepare					
	Assessment of the strategies of past actions of ECOWAS or other actors					
	Consultations and studies, preparatory to the implementation strategy					
	Elaboration of each implementation strategy, to be approved by ECOWAS	K1	5	2		ECPF Components Impl. Strategy
21.3	**Development of the EU-funded actions within the EU grant**					
	Defining with the EU, format of the implementation strategy for these activities	K2	5	5	5	
	Supporting ECOWAS in preparing the necessary project documents	K2	16	19	13	
21.4	**Facilitation / Identification of other actions for EU funding**					
	Ad-hoc deskwork and stakeholder consultations	K1	5	5	5	

	Result 2.2: Implemented selected thematic ECPF components, coherent with the APSA						
22.1	**Support to the operational management of project actions**		K1	10	5	5	Report on operational mgmnt of project actions
	Establish appropriate management and operating structures						
	Ensure each step of the PCM is properly developed in each action						
	Strengthen team work in project management and supervision						
	Coach PAPS / PF in improving the 'call for proposal' and 'grant supervision'						
	Liaise with other development partners to ensure coordination of activities						
	Strengthen PAPS' / PF's culture and practices in monitoring and evaluation						
	Develop 'knowledge management' practices						
	Develop a project management and monitoring manual						ECPF Project Mgmnt & Monitoring Manual
	Strengthen PAPS / PF in communication, visibility and dissemination actions;						
22.2	**Support admin. / financial management of project actions**		K1	8	5	15	Report on fin. mgmnt of project actions
	establish appropriate admin and financial management systems ;						
	ensure each step of the EU guidance manuals is well understood and implemented						
	manual for the admin and financial management of EU-funded actions;						Manual for admin of EU-funded actions
	supporting PAPS / PF in admin & financial procedures of other donors;						
	admin / financial management 'helpdesk' available to PAPS / PF projects;						
	optimising the archiving process for admin / financial management						
	Completion phase						
F.1	**Lessons learned', recommendations for the future, final workshop**						
F.2	**Elaborate and submit a draft Final Report,**						
F.3	**Elaborate and submit the Final Report**						
Experts' working days				220	220	220	45	
	Reports and backstopping						
	Progress reports, final report						
	Backstopping support and missions by TRANSTEC						

: Milestones (main deliverables and outputs)