



ECOWAS COMMISSION
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MEMORANDUM

To: President of the Commission
From: Commissioner, Political Affairs, Peace & Security
Date: 25/05/2026
Ref: ECW/PAPS/EPF/20/GU/2026
Subject: PAPS Departmental Review and Coordination Meeting
(Lagos, Nigeria, 28 June - 1 July 2026)

1. Your Excellency may recall the earlier approval for the conduct of the above-mentioned activity for my Department, which was scheduled to hold in 2025. However, due to pressing demands of the Department, the activity did not take place.
2. In view of the above, I seek your approval for the meeting to take place from 28 June to 1 July 2026, in Lagos, Nigeria. The budget for the meeting is One Hundred and Sixty-Seven Thousand, and Thirty Seven US Dollars (USD 167,037.00) only, which will be drawn from the ECOWAS Peace Fund budget line code 11060003; SP_EPF.
3. The Concept note for this activity, detailed budget breakdown, and list of participants are hereby attached for your perusal.
4. This memo is forwarded for your Excellency's kind consideration and approval.
5. Kind regards.

Amb. Abdel-Fatau MUSAH. PhD

Commissioner, Political Affairs, Peace and Security



CONCEPT NOTE

PAPS Departmental Review and Coordination Meeting

28th June - 1st July 2026, Lagos, Nigeria

***Theme: Positioning PAPS for Strategic Transition, Institutional Continuity,
and Emerging Peace & Security Challenges in the ECOWAS Region***

Abuja, May 2026

1. Background

As the current administration of the ECOWAS Commission gradually concludes its tenure and prepares to hand over responsibilities to the incoming administration, there is a need for the Department of Political Affairs, Peace and Security (PAPS) to undertake a strategic reflection on its achievements, challenges, lessons learned, and future priorities. This transition period presents an important opportunity to consolidate institutional knowledge, strengthen coordination mechanisms, and ensure continuity in the implementation of peace, security, and governance initiatives within the ECOWAS region.

Over the years, PAPS has played a central role in supporting the ECOWAS mandate on regional peace, security, democracy, conflict prevention, mediation, and post-conflict peacebuilding. However, the evolving regional landscape characterized by terrorism, violent extremism, unconstitutional changes of government, political instability, humanitarian crises, and the withdrawal of some Member States from the Community continues to pose significant operational and strategic challenges.

In addition, the implementation of the ECOWAS Commission's 4x4 Strategic Objectives has highlighted the need for stronger institutional coordination, resource mobilization, operational adaptability, and innovative approaches to addressing emerging peace and security threats in the region.

Against this backdrop, the PAPS Departmental Coordination Meeting will serve as a strategic platform to review the Department's progress under the outgoing management, identify institutional gaps and priorities, and propose actionable recommendations to guide the incoming management in strengthening the Department's effectiveness and responsiveness.

The meeting will also provide an opportunity to reinforce institutional memory, improve internal collaboration, and reposition PAPS as a fit-for-purpose Department capable of responding to emerging regional realities and supporting the broader ECOWAS integration agenda.

2. Objectives of the Review and Coordination Meeting

In addition to serving as a platform for information sharing on recent changes in the Commission's structure and operations, this meeting will provide the Department with the opportunity to:

- Review the achievements, challenges, and lessons learned under the current management in relation to PAPS mandates and strategic objectives.
- Assess the Department's operational effectiveness and adaptability in responding to evolving peace and security challenges within the region.
- Develop strategic recommendations and priorities to support a smooth transition and inform the incoming management's peace and security agenda.
- Strengthen coordination and collaboration among Directorates, Divisions, and relevant ECOWAS institutions.
- Identify innovative and sustainable approaches for resource mobilization and programme implementation.
- Reposition PAPS to better contribute to the implementation of the ECOWAS 4x4 Strategic Objectives, particularly on regional peace, security, and governance.

3. Expected Results

The expectation is that the following results will be achieved:

- Enhanced understanding of institutional achievements, challenges, and transition priorities within PAPS.
- Strategic recommendations and actionable proposals developed to support the incoming management.
- Improved coordination and coherence among PAPS Directorates, Divisions, and relevant stakeholders.
- Clearer institutional priorities and operational pathways for addressing emerging regional peace and security threats.
- Strengthened institutional memory and continuity mechanisms within the Department.
- Renewed commitment toward achieving the ECOWAS strategic objectives relating to peace, security, and governance.

4. Methodology

The retreat will be facilitated through interactive discussions, thematic presentations, panel sessions, and working group engagements involving all categories of PAPS staff.

The writing team, in collaboration with the Department's leadership, will guide discussions and support the development of strategic recommendations and implementation priorities.

The meeting will also include presentations on departmental mandates, achievements, operational challenges, resource mobilization efforts, institutional reforms, and future priorities.

5. Participation

The meeting will be attended by all categories of staff of the Department (CPAPS, Directors, Heads of Division, Program Officers, Programme Assistants, and Office Managers).

Also, to ensure that the 4x4 and strategic objectives implementation exercise takes into account the administrative realities of the Commission, representatives of the other departments will be invited to participate. These will include representatives of the following Departments/Directorates: Early Warning, Finance, General Administration, Conference and Protocol, Humanitarian Affairs as well as External Relations, and Gender Development Centre.

It is expected that approximately 73 staff members will take part in this year's meeting.

6. Venue and Timing

It is proposed that this year's meeting take place in a hotel facility in Lagos State, between 28th June and 1st July 2026.

7. Budget

The draft budget for the meeting is attached separately. Funding is expected to be sourced from the ECOWAS Peace Fund.

8. Working Agenda

The draft agenda of the meeting will be developed separately.

BUDGET FOR PAPS DEPARTMENTAL COORDINATION WORKSHOP 28 June - 1 July 2026 LAGOS - NIGERIA									
Description	Fund	Fund Center	Funded Programme	GL Code/CI	Quantity	Duration	Unit Cost	Amount (US\$)	
Air Fare (local & International)									
Interpreters	P1000	11060204		631103	6		\$1,910.00	\$11,460.00	
Commissioner PAPS	P1000	11060204		631101	1		\$1,000.00	\$1,000.00	
Directors - PAPS	P1000	11060204		631103	2		\$600.00	\$1,200.00	
Professional CPAPS Office	P1000	11060204		631103	1		\$600.00	\$600.00	
Professional DPKRS	P1000	11060204		631103	20		\$600.00	\$12,000.00	
Professional DPA	P1000	11060204		631103	14		\$600.00	\$8,400.00	
Professional ESF	P1000	11060204		631103	8		\$600.00	\$4,800.00	
Directors other Directorates	P1000	11060204		631103	10		\$600.00	\$6,000.00	
EPF Professional	P1000	11060204		631103	2		\$600.00	\$1,200.00	
CPAPS Office General	P1000	11060204		631103	1		\$600.00	\$600.00	
General Staff DPA	P1000	11060204		631103	2		\$600.00	\$1,200.00	
General Staff DPKRS	P1000	11060204		631103	2		\$600.00	\$1,200.00	
General Staff Other Directorates	P1000	11060204		631103	2		\$600.00	\$1,200.00	
INTERNS	P1000	11060204		631101	5		\$600.00	\$3,000.00	
Sub-total (Air fare)					76			\$53,860.00	
Perdiem									
Commissioner PAPS	P1000	11060204		631201	1	4	\$340.00	\$1,360.00	
Directors	P1000	11060204		631202	2	4	\$314.00	\$2,512.00	
Professional CPAPS Office	P1000	11060204		631202	1	4	\$262.00	\$1,048.00	
Professional DPKRS	P1000	11060204		631202	20	4	\$262.00	\$20,960.00	
Professional DPA	P1000	11060204		631202	13	4	\$262.00	\$13,624.00	
Professional ESF	P1000	11060204		631202	8	4	\$262.00	\$8,384.00	
Directors Other Directorates	P1000	11060204		631202	10	4	\$314.00	\$12,560.00	

EPF Professional	P1000	11060204		631202	1	4	\$262.00	\$1,048.00
Advance Team DPKRS DPA EPF	P1000	11060204		631202	4	6	\$262.00	\$6,288.00
CPAPS General	P1000	11060204		631103	1	4	\$223.00	\$892.00
General Staff DPA	P1000	11060204		631103	4	4	\$223.00	\$3,568.00
General Staff DPKRS	P1000	11060204		631103	2	4	\$223.00	\$1,784.00
General Staff Other Directorates	P1000	11060204		631103	2	4	\$223.00	\$1,784.00
INTERNS	P1000	11060204		631103	5	4	\$223.00	\$4,460.00
Sub-total (Perdiem)					74			\$80,272.00
Honourarium								
Interpreters	P1000	11060204		623002	6	3	\$560.00	\$10,080.00
Interpretation Equipments	P1000	11060204		623002	1	3	\$500.00	\$1,500.00
Sub-total (Honourarium)								\$11,580.00
Conference Logistics								
Conference Hall	P1000	11060204		631800	1	3	\$1,100.00	\$3,300.00
Secretariat	P1000	11060204		631800	1	5	\$525.00	\$2,625.00
Tea Break	P1000	11060204		631400	90	3	\$30.00	\$8,100.00
Media (Stipend)	P1000	11060204		641800				\$1,000.00
Photocopier	P1000	11060204		651018	1	3	\$300.00	\$900.00
Computers/Printers	P1000	11060204		682003	1	3	\$150.00	\$450.00
Car Hire	P1000	11060204		682004	3	5	\$130.00	\$1,950.00
Bus	P1000	11060204		682004	3	5	\$160.00	\$2,400.00
Fuel	P1000	11060204		682004	6	5	\$20.00	\$600.00
Sub-total (Conference Logistics)								\$21,325.00
Total Cost								167,037.00

LIST OF PARTICIPANT

	S/N	Names	Status	Email
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	50	1 Participant	Conference and Protocol	
	51	1 Participant	Humanitarian Affairs	
	52	1 Participant	External Relations	
	53	1 Participant	Gender and Development Center	