Monitoring & Evaluation Plan

8 January 2021

Contents

Acronyms

DUE	Delegation of the European Union
ECOWAS	Economic Community of Western Africa
EU	European Union
Logframe	Logical Framework
M&E	Monitoring and Evaluation
PMO	Project Management Office
ROM	Results Orientated Monitoring
WAPIS	West African Police Information System

1 Introduction

1.1 Purpose of the M&E plan

The WAPIS Programme sees this Monitoring and Evaluation (M&E) plan as a document tracking and assessing the results of the interventions throughout the life of the Programme and the M&E process as an embedded concept and constitutive part of Programme design and implementation. M&E is understood as dialogue on accountability, development and its progress between all stakeholders.

The **monitoring process** is seen as a recurring and systematic collection of information allowing results, processes and experiences to be documented and used as a basis to steer decision-making and learning processes. Monitoring is checking progress against plans for four main purposes:

- To learn from experiences to improve practices and activities in the future;
- To have internal and external accountability of the resources used and the results obtained;
- To take informed decisions on the future of the initiative;
- To promote empowerment of beneficiaries of the initiative.

As such monitoring focuses on the measurement of the logical sequencing and the following aspects of an intervention:

- On quantity and quality of the implemented activities (outputs: What do we do? How do we manage our activities?)
- On processes inherent to a project or Programme (outcomes: What were the effects /changes that occurred as a result of your intervention?)
- On processes external to an intervention (impact: Which broader, long-term effects were triggered by the implemented activities in combination with other environmental factors?)

The evaluation process is seen as an analysis and interpretation, based on critical thinking, of the collected data which delves deeper into the relationships between the results of the Programme, the effects produced by the Programme and the overall impact of the Programme.

The WAPIS Programme proposes, for complete M&E purposes, to combine the need (i) to map out the logical sequencing of the Programme from inputs to outcomes and (ii) to strengthen critical thinking about the contextual conditions that influence Programme implementation and eventual impact, to combine two quite separate approaches. The first one, described and presented in this document, the "Logframe approach" mandatory for performance management, intended to reach desired outputs, outcomes and eventually impacts. The second one the "Theory of Change approach" (see annex 7 and 8)) a voluntary one to support analysis and critical thinking by all Programme stakeholders intended to strengthen and understand Programme implementation and to eventually adapt Programme implementation.

This document describes and defines the mandatory performance management approach through the follow up and analysis of what is commonly known as the logical framework approach.

1.2   Project background

Since 2012, the European Union started addressing requests on support for police data management coming from the ECOWAS region by supporting under the then Instrument for Stability and the Instrument contributing to Stability and Peace, long-term component) the development, via INTERPOL, of the so-called West African Police Information System (WAPIS) in four pilot countries, notably Benin, Ghana, Mali and Niger.

The first phase of the WAPIS Programme (September 2012 – September 2013) was intended as a preparation and planning phase. The second phase (October 2013 – February 2016) launched the implementation in the pilot countries. The Programme is currently in his third phase, which consists of two distinct segments, corresponding to implementation periods covered by two distinct funding instruments:

- Abridging period of 48 months funded by the Emergency Trust Fund for Africa (15 February 2016 to 14 February 2020)
- A full roll-out period of 55 months (15 November 2017 to 14 June 2022) covered by the 11th European Development Fund-West Africa Regional Indicative Programme (WA RIP) under the 1st Focal Sector "Peace, Security and Regional Stability" with the aim to contribute to strengthening coordination and cooperation among security services within West Africa.

This document is specific to the second period funded under the 11th European Development Fund

1.3   Project Summary

Title	Support to the strengthening of police information systems in the broader West Africa region
Starting Date	November 2017
Duration	The overall duration of the Action is 55 months
Partners	DUE, beneficiary countries, ECOWAS

Targeting	The geographical scope of the Action covers West Africa: Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Mauritania, Nigeria, Niger, Senegal, Sierra Leone, Togo
	Law enforcement authorities and agencies (Police, Gendarmerie, Customs, Immigration Services, etc.) across the region
Beneficiaries	The final beneficiaries are the populations from the targeted countries.
Cost	28 M EUR, fully financed by the European Commission
Funding Source	11th European Development Fund
Overall objective	The overall objective of this action is to increase the capacity of West African law enforcement authorities to combat transnational crime and terrorism through enhanced information management and sharing.

2 WAPIS Logical Framework, - Programme Activity Based Plan and – Programme Workplan and Country Workplan

The third phase of the WAPIS Programme started at the end of 2017. After an EU ROM exercise late 2018, early 2019 and an internal WAPIS-evaluation the WAPIS Programme leadership decided to invest in and improve the M&E component of the Programme. To start the M&E improvement exercise all existing planning documents were reviewed. As such, the Logframe was reviewed and improved and a Programme Activity Based Plan and a Programme Workplan were developed. Based on these documents the Programme is developing country workplans for each of the beneficiary ECOWAS countries and the ECOWAS Commission.

This M&E plan and the WAPIS M&E process is based at one level on the follow up of the implementation process presented in the Logframe (Ann 1); the Programme Activity Based Plan (Ann 2) and the Programme Workplan (Ann 3); and on another level, on the follow up of the implementation process in each beneficiary country as presented in the country workplans.

3 Indicators

Because of the complexity of the implementation of the WAPIS Programme in 17 different countries and at the level of the ECOWAS Commission it was decided to work with two sets of indicators intended to follow up implementation at Programme level on the one side and

implementation at Country level on the other side. Needless to mention that the two sets are interdepended and that the two indicator levels feed into each other.

The indicators facilitating M&E at Programme Impact, Outcome and Output level can be found in Ann 4 "the WAPIS Programme M&E Framework". The indicators facilitating M&E at Country level can be found in Ann 5 "the WAPIS Activity indicators". Finally, each Programme indicator is defined in Ann 6 "The WAPIS indicator sheets"; each indicator sheet describes the link between Programme and activity indicators.

4 Roles & Responsibilities

Data collecting, sharing and storing are essential elements in the M&E process. At the same time the roles and responsibilities in this process of the Country Officers, the Field Implementation Coordinator, the Legal Department, the IT Department, the ECOWAS Coordinator, the PMO Officer and the M&E officer are key to the M&E process. The table hereunder identifies their roles and responsibilities.

Role	Responsibilities
Head of Programme	Ensure the effectiveness of the M&E, by making sure that M&E processes are communicated and followed by the Programme team.
	Periodically lead the review of the system so that it is adapted appropriately to changing operating contexts.
	Ensure relevant and timely M&E generated reports are provided to the key stakeholders, including beneficiary countries, the EU Commission, the ECOWAS Commission.
Country officers	Collect data on country workplan implementation, status and progress reports, field visits reports and send reports to Field Implementation Coordinator
Field implementation coordinator	Collects country officers' data and reports, checks data; checks indicators follow up, transfers status and progress reports to PMO
Legal	Collects data on country workplan implementation output 5/6; checks indicators follow up, transfers status and progress reports to PMO
IT	Collects data on IT country workplan implementation; checks indicators follow up, transfers status and progress reports to PMO
ECOWAS Coordinator	Collects data on Programme workplan implementation at ECOWAS Commission level; transfers status and progress reports to PMO

	Shares status and feed-back reports with ECOWAS Commission and DUE Abuja
Programme Management Office	Collects data on Programme activity-based plan, Programme work plan and Country work plan implementation, checks data received, checks indicators follow up, participates at monthly M&E meeting, contributes to report writing to stake holders
M&E	Collects data on Programme activity-based plan, Programme work plan and Country work plan implementation, checks data received, checks indicators follow up, participates at monthly M&E meeting, and contributes to report writing to stake holders.
	Proposes regular M&E reports to the Head of Programme; on behalf of the Head of Programme leads the annual Programme review, produces lessons learnt and contributes to report writing to stake holders

5 M&E Data Flow

The M&E data flow is based on the recuperation of essential information on Programme implementation as laid down in the Programme Logframe, the Programme Activity based plan, the Programme Workplan and the Country Workplans. Therefore, status reports on indicator follow up identified in the "WAPIS Programme M&E framework" and "the WAPIS Activity indicators". The status reports are produced bottom up starting from the level of Programme implementation in the different countries and at the different levels of the intervention. As such the Country Officers, based on the indicators of their country workplan, gather the necessary information and produce status reports which are sent to the Field Implementation Programme Coordinator who checks and if necessary completes the data provided. The eventually updated status reports are then sent to the PMO. Legal and IT department sent their status reports on Programme and country level workplans to the PMO. The ECOWAS Coordinator sends his/her status report directly to the PMO.

At this moment in the life cycle of the Programme, the PMO logs all data sent in excel sheets and/or classify copies of reports sent in a computerised system. In the future this process will be automated.
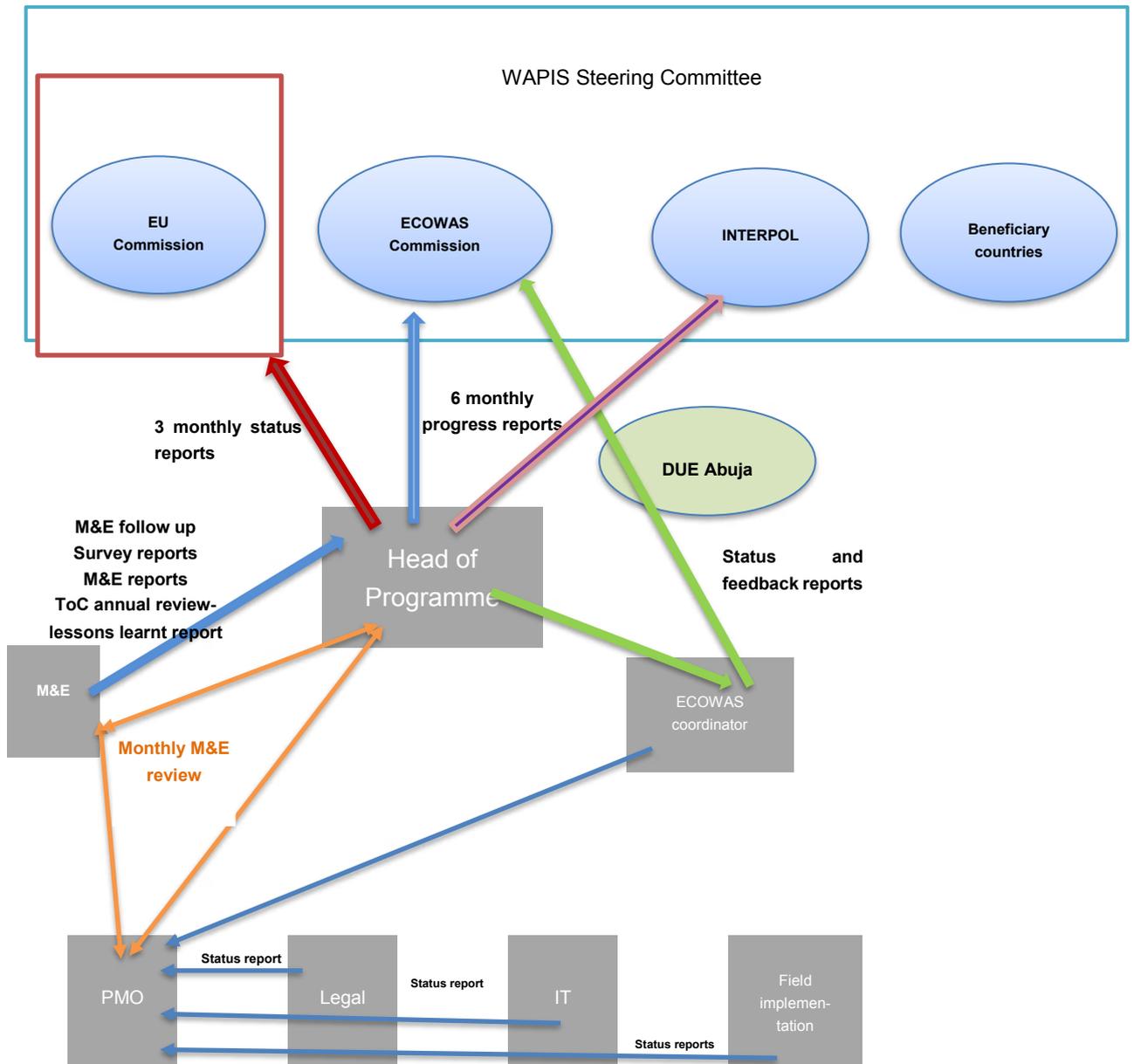
A monthly M&E review meeting, between the Head of Programme, the Head of PMO and the M&E officer, reviews the data provided by PMO and analysis the implementation status of the Programme compared to the Logframe and the Programme Activity Based Plan.

When necessary the M&E review meeting discusses measures to be taken to redress deficient implementation.

The M&E officer produces, based on the status reports and the Programme planning documents, M&E reports describing where Programme implementation stands towards Programme planning. When necessary suggestions on how to address deficiencies are proposed.

Data collected and eventual measures taken are used to develop the 3 monthly status reports to the DUE Abidjan, the 6 monthly progress reports to the Programme Steering Committee and Status and feedback and progress reports to the ECOWAS Commission and the DUE Abuja.

Lastly, data collected and measures taken are analysed during the annual review exercise with a view to propose and adapt Programme implementation where necessary.

WAPIS Steering Committee

EU Commission

ECOWAS Commission

INTERPOL

Beneficiary countries

3 monthly status reports

6 monthly progress reports

DUE Abuja

M&E follow up
Survey reports
M&E reports
ToC annual review-
lessons learnt report

Head of Programme

Status and feedback reports

M&E

ECOWAS coordinator

Monthly M&E review

PMO

Status report

Legal

Status report

IT

Field implemen-tation

Status reports

Annexes

Ann 1 The logical framework

Ann 2 The Programme activity-based plan

Ann 3 The Programme work plan

Ann 4 The WAPIS Programme M&E Framework

Ann 5 The WAPIS activity indicators

Ann 6 The Programme indicator sheets

Ann 7 The WAPIS ToC narrative

Ann 8 The WAPIS ToC visual

5.1 WAPIS Program Monitoring & Evaluation Framework

	INDICATOR	DEFINITION	BASELINE	TARGET	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	LEAD Who will measure it?	REPORTING Where will it be reported?
Impact	I.1 Improved use by each West-African law enforcement authorities of an enhanced police information system	The increasing number of West-African countries in which the WAPIS system is operational and started to be used	In 2017, WAPIS operational and started to be used in 4 out of 16 countries	WAPIS operational and used in each West African country by mid 2022	Implementation overview per country Outcome 1 indicators	Monthly	Operations Coordinator	Country progress report
	I.2 Improved transnational crime and terrorism information sharing in West-Africa through the enhanced police information system	The increasing number of data on transnational crime and terrorism shared in West-Africa through WAPIS	In 2017, none	At least 75% of West African countries are able to report transnational crime and terrorism information through the enhanced police information system	Actual : WAPIS National system for national police data Futur : WAPIS Regional platform for data sharing	Monthly	National IT Administrator, Country Officer	Country progress report

	INDICATOR	DEFINITION	BASELINE	TARGET	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	LEAD Who will measure it?	REPORTING Where will it be reported?
					Output 3, 4 indicators			
Outcome 1	O.1.1 The number of countries with an operational police information system at national level	The increasing number of ECOWAS countries in which WAPIS is operational	In 2017, 4 pilot countries started to use WAPIS	Mid 2022, all ECOWAS countries started to use WAPIS	Implementation overview per country Activity indicators 1.1, 1.2	Monthly	Operations Coordinator	Country progress report
	O.1.2 The number of West-African countries having significantly increased the creation of electronic police data at national level	The increasing number of the creation of electronic police data in each ECOWAS country	In 2017, the 4 pilot countries significantly increased the creation of electronic police data at national level	By mid 2022, all West African countries have significantly increased the creation of electronic police data at national level	WAPIS National system for national police data	Monthly	National IT Administrator, Country Officer	Country progress report
	O.1.3 The number of West-African countries having significantly	The increasing number of consultation of police data in each ECOWAS country	In 2017, the 4 pilot countries significantly	By mid 2022, all West African countries have	WAPIS National system for	Monthly	National IT Administrato	Country progress report

	INDICATOR	DEFINITION	BASELINE	TARGET	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	LEAD Who will measure it?	REPORTING Where will it be reported?
	increased the consultation of electronic police data at national level		increased the consultation of electronic police data at national level	significantly increased the consultation of electronic police data at national level	national police data		r, Country Officer	
Outcome 2	O.2.1 The number of electronic police data shared regionally through the WAPIS system	As from 2020, the increasing number of electronic police data shared regionally through the WAPIS system	In 2017, None	By mid 2022, the number of electronic police data shared regionally has increases significantly	Futur : WAPIS Regional platform for data sharing	Monthly	National IT Administrato r, Country Officer	Country progress report
Outcome 3	O.3.1 The number of electronic police data shared globally between West African countries and the rest of the world	As from 2020, the increased yearly rate of electronic police data shared by West Africa countries with the global law enforcement community through the existing INTERPOL system	In 2017, none	By mid 2022, all West African countries have their national police information systems connected to INTERPOL I-24/7 system and sharing police data	INTERPOL Statistics	Monthly	Senior Project Manager	INTERPOL NCB Dashboard

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	INDICATOR	DEFINITION	BASELINE	TARGET	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	LEAD Who will measure it?	REPORTING Where will it be reported?
	O.3.2 ==The number of consultations of the== INTERPOL I-24/7 databases by West Africa countries	As from 2020, the increased yearly rate of consultation of INTERPOL I-24/7 databases by West Africa countries	In 2017, none	By mid 2022, all West African ==countries have their national police information systems connected to INTERPOL I-24/7 and started to consult INTERPOL databases==	INTERPOL Statistics	Monthly	Senior Project Manager	INTERPOL NCB Dashboard
Output 1	OP.1.1 The number of West-African countries having signed the MoU on the implementation of WAPIS with INTERPOL	Increased number of West-African countries having signed the MoU on the implementation of WAPIS with INTERPOL	In 2017, 4 pilot countries	By the end of 2019, all West African countries have signed the MoU on the implementation of WAPIS with INTERPOL	Implementation overview per country	Monthly	Operations Coordinator	Country progress report

	INDICATOR	DEFINITION	BASELINE	TARGET	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	LEAD Who will measure it?	REPORTING Where will it be reported?
	OP.1.2 The number of West African countries having endorsed a national implementation plan proposed by WAPIS Program	Increased number of West African countries having endorsed a national implementation plan proposed by WAPIS Program	In 2017, none	By the end of 2020, all the West African countries have endorsed the national implementation plan proposed by WAPIS Program	Implementation plan sent to each country WANACO Meeting in each country Steering committee meeting Activity indicator 1.2.2	Every six months	Head of Programme	Document with implementation plan sent to each country Endorsement document in each country Minutes of the steering committee

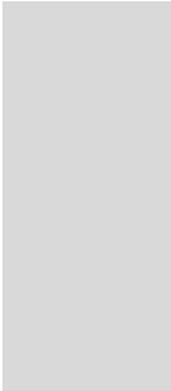|								
	OP.1.3 The annual number of WAPIS related recommendations adopted by the ECOWAS Commission and related bodies	Yearly numbers of WAPIS related recommendations adopted by the ECOWAS Commission and related bodies	In 2017, none	At least one yearly recommendation is adopted	ECOWAS Commission Activity indicator 1.2.3	Monthly	ECOWAS Coordinator	ECOWAS Commission progress report
Output 2	OP.2.1 The number of DACORE established	Increased number of WAPIS Data Collection and Registration Centres (DACORE) established in each West-African country	In 2017, 4 pilot countries	By mid 2022, all West African countries have operational remote sites connected to WAPIS system	Implementation overview per country Activity indicator 2.1.1-2.1.6	Monthly	Operations Coordinator	Country progress report
	OP.2.2 The number of countries having operational remote WAPIS sites	Increased number of countries having operational remote sites connected to WAPIS system	In 2017, Benin has remote sites connected to WAPIS system	By mid 2022, all West African countries have operational remote sites connected to WAPIS system	Implementation overview per country Activity indicator 2.3.1-2.3.7	Monthly	Operations Coordinator	Country progress report

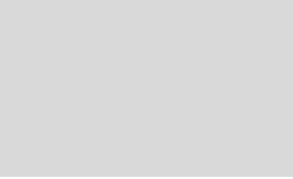|								
	OP.2.3.1 A WAPIS training strategy is implemented	The development and implementation of a WAPIS training strategy is developed and implemented	By the end of 2019, the strategy is developed	By mid 2020, the strategy is implemented in all ECOWAS countries	Activity indicator 2.2.1, 2.2.2, 2.2.3, 2.2.4, 2.2.7, 2.2.8, 4.2.1, 4,3,1	Every six months	Training Officer	Training report
	OP.2.3.2 A pool of WAPIS trainers has been established in each ECOWAS country	Increased number of West-African countries having a pool of certified national WAPIS trainers	In 2017, none	By mid 2020, all West African countries have a pool of certified national WAPIS trainers	Activity indicator 2.2.5, 2.2.6	Every six months	Training Officer	Training report
	OP.2.4 The number of implementing processes for data collection and processing in each beneficiary country	The increased number of designed and implemented processes for data collection and processing in each beneficiary country	2017: only Bénin	By the end of the programme all beneficiary countries	Activity indicators 2.4.1-2.4.3	6 months	Operations coordinator	PMO
	OP.2.5 INTERPOL operation INFRA in West Africa	Organise an INTERPOL Operation INFRA in West Africa with the participation of all	none	One operation before the end of the programme			Interpol FIS	PMO

		beneficiary countries targeting international fugitives wanted for serious crimes with a view to localising and arresting them						
Output 3	OP.3.1 The WAPIS regional data-sharing platform is designed and developed in cooperation ECOWAS and member states	The design and development of the WAPIS regional data sharing platform is finalized	In 2017, the type of the regional data-sharing mechanism was decided	By the end of 2020, the WAPIS regional software system has been developed and ready to be deployed	Activity indicator 3.2	Every six months	System Architect	System architect implementation report
	OP.3.2 The WAPIS regional data-sharing platform is implemented	The procurement, the delivery and the installation of the platform are finalised	In 2017, none	By mid 2022, the WAPIS regional data-sharing platform has been implemented and handed-over	Activity indicator 3.3, 3.4, 3.5	Every six months	System Architect, Procurement Officer and ECOWAS Coordinator	System architect implementation report
Output 4	OP.4.1 The number of designated national entities having signed the agreement to access and	Increased number of designated national entities, responsible for police data collection and registration in each West-	In 2017, none	By the end the 2021, all West African entities have signed the agreement	Implementation overview per country	6 months	Country Officer	**Country progress report**

	use the INTERPOL system	African country, having signed the cooperation agreement on direct access to and use of the INTERPOL Information System			Activity indicator 4.1.1			
	OP.4.2 The number of ECOWAS countries establishing an INTERPOL I-24/7 connection	Increased number of West-African countries having established an INTERPOL I-24/7 connection	In 2017, none	Early 2022, all West African countries are connected to INTERPOL I-24/7	INTERPOL Statistics Activity indicator 4.1.2, 4.1.3, 4.1.4, 4.2.3, 4.3.3	monthly	Senior Project Manager	**INTERPOL NCB Dashboard**
	OP.4.3 The number of ECOWAS countries adopting SOPs	Increased number of West-African countries having adopted standard operating procedures for the use of INTERPOL information systems	In 2017, none	By mid 2022, all the West African countries have adopted standard operating procedures for the use of INTERPOL information systems	Activity indicator 4.2.2	6 months	Senior Project Manager	**Country progress report**
Output 5	OP.5.1 The number of ECOWAS countries	Increased number of countries having adopted	In 2017, none	By the end 2021, all West African countries have	Activity indicator 5.1, 5.2, 5.3	Monthtly	Legal	**Country progress report**

	adopting a legal framework for WAPIS	a legal framework for the national WAPIS system		adopted a legal framework				
	OP.5.2 The ECOWAS Commission has adopted a legal framework for regional criminal information sharing	Supported by the WAPIS program, the ECOWAS Commission is preparing and adopting a legal framework for regional criminal information sharing	In 2017, none	By the end of 2021, ECOWAS Commission has adopted the legal framework establishing the regional mechanism for criminal information sharing	Activity indicator 5.4	Monthly	Legal	**Country progress report**
Output 6	OP.6.1 The number of ECOWAS countries having annual WAPIS budget lines	Increased number of West-African countries having attributed, in the annual budget, the necessary funds guaranteeing the sustainability for the national WAPIS system	In 2017, none	By mid 2022, all West African countries have attributed, in the annual budget, the necessary funds guaranteeing the sustainability for the national WAPIS system	Activity indicator 6.1	Monthly	Legal	**Country progress report**

	OP.6.2 ECOWAS has established WAPIS budget lines	Progressive inclusion by ECOWAS of annual budget lines guaranteeing the sustainability of the regional WAPIS system	In 2017, none	By mid 2022, ECOWAS has attributed, in the annual budget, the necessary funds guaranteeing the sustainability for the regional WAPIS system	Activity indicator 6.2 Monthly	ECOWAS coordinator **Country progress report**

Impact 1	I.1. Improved use by each West-African law enforcement authorities of an enhanced police information system
Definition	The increasing number of West-African countries in which the WAPIS system is operational and started to be used
Purpose	To assess whether each West-African ECOWAS country (and possibly Mauretania) have agreed on, installed and are using the WAPIS system and have as such increased their capacity to combat transnational crime and terrorism
Baseline	In 2017 4 pilot countries started to use WAPIS
Target	Milestone 1: in 2020, 8 out of 16 countries have started to use WAPIS
	Milestone 2: in 2021, 12 out of 16 countries have started to use WAPIS
	Target: By mid 2022 all ECOWAS countries use WAPIS
Data Collection	Data will be collected through the monthly implementation overview by the country officers and the operations coordinator and the follow up of outcome indicator 1
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	Monthly
Lead	Operations coordinator
Reporting	The use of WAPIS by law enforcement agencies and authorities in each ECOWAS country will be reported in the monthly progress reports submitted by each country officer and the operations officer to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The use of the WAPIS system by each beneficiary country will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the

program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Impact 2	I.2. Improved transnational crime and terrorism information sharing in West-Africa through the enhanced police information system
Definition	The increasing number of data on transnational crime and terrorism shared in West-Africa through WAPIS
Purpose	To assess whether each West-African ECOWAS country (and possibly Mauretania) share transnational crime and terrorism information using the WAPIS system and have as such increased their capacity to combat transnational crime and terrorism
Baseline	In 2017: none
Target	Milestone 1: in 2021, at least 50% of West-African countries are able to report transnational crime and terrorism information using WAPIS
	Target: By mid 2022 at least 75% of West-African countries are able to report transnational crime and terrorism information using WAPIS
Data Collection	Data will be collected through the monthly implementation overview by the country officers and the operations coordinator and the electronic consultation of the national WAPIS data system and in the future of the WAPIS Regional platform for data sharing.
	Moreover, data will be collected from output 3 and 4 indicators.
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	Monthly
Lead	National IT Administrator, Country Officer
Reporting	The use of WAPIS by law enforcement agencies and authorities in each ECOWAS country will be reported in the monthly progress reports submitted by each country officer and the operations officer to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The use of the WAPIS system by each beneficiary country will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend

an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Outcome 1	O.1.1. The number of countries with an operational police information system at national level
Definition	The increasing number of ECOWAS countries in which WAPIS is operational
Purpose	To assess whether each West-African ECOWAS country (and possibly Mauretania) dispose of an operational police information system and have as such increased their capacity to combat crime and terrorism
Baseline	In 2017: 4 pilot countries <mark>dispose of</mark> WAPIS
Target	Milestone 1: By end 2020, 8 West-African countries dispose of an operational police information system
	Milestone 2: By end 2021, 12 West-African countries dispose of an operational police information system
	Target: By mid 2022 all West-African countries dispose of an operational police information system
Data Collection	Data will be collected through the monthly implementation overview by the country officers and the operations coordinator and the electronic consultation of the national WAPIS data system
	Data from Activity indicators 1.1, 1.2
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	Monthly
Lead	Country Officer
Reporting	The use of WAPIS by law enforcement agencies and authorities in each ECOWAS country will be reported in the monthly progress reports submitted by the IT administrator and by each country officer and the operations officer to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The use of the WAPIS system by each beneficiary country will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.

Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.
Outcome 1	O.1.2. The number of West-African countries having significantly increased the creation of electronic police data at national level
Definition	The increasing number of the creation of electronic police data in each ECOWAS country
	Significant increase defined as: In each west African country where the WAPIS system is operational, a yearly increase of minimum 15% is expected
Purpose	To assess whether each West-African ECOWAS country (and possibly Mauretania) have increased the creation of national electronic police data and have as such increased their capacity to combat crime and terrorism
Baseline	In 2017, 4 pilot countries disposed of an operational police information system.
Target	Milestone 1: at the end of 2020 at least 8 countries have increased the creation of national electronic police data at national level
	Milestone 2: at the end of 2021 at least 12 countries have increased the creation of national electronic police data at national level
	Target: By mid 2022, all countries dispose have significantly increased the creation of national electronic police data at national level
Data Collection	Data will be collected through electronical enquiry of the WAPIS National system for national police data

Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	monthly
Lead	National IT Administrator, Country Officer
Reporting	The use of WAPIS by law enforcement agencies and authorities in each ECOWAS country will be reported in the monthly progress reports submitted by the IT administrator and each country officer and the operations officer to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The use of the WAPIS system by each beneficiary country will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Outcome 1	O.1.3. The number of West-African countries having significantly increased the consultation of electronic police data at national level
Definition	The increasing number of consultations of electronic police data in each ECOWAS country
	Significant increase defined as: In each west African country where the WAPIS system is operational, a yearly increase of minimum 15% is expected
Purpose	To assess whether each West-African ECOWAS country (and possibly Mauretania) have increased the consultation of national electronic police data and have as such increased their capacity to combat crime and terrorism

Baseline	In 2017, 4 pilot countries significantly increased the consultation of electronic police data at national level
Target	Milestone 1: at the end of 2020 at least 8 countries have significantly increased the consultation of national electronic police data at national level
	Milestone 2: at the end of 2021 at least 12 countries have significantly increased the consultation of national electronic police data at national level
	Target: By mid 2022, all countries have significantly increased the consultation of national electronic police data at national level
Data Collection	Data will be collected through electronical enquiry of the WAPIS National system for national police data
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	monthly
Lead	National IT Administrator, Country Officer
Reporting	The use of WAPIS by law enforcement agencies and authorities in each ECOWAS country will be reported in the monthly progress reports submitted by the IT administrator and each country officer and the operations officer to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The use of the WAPIS system by each beneficiary country will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Outcome 2	O.2.1 The number of electronic police data shared regionally through the WAPIS system
Definition	As from 2020, the increasing number of electronic police data shared regionally through the WAPIS system
	As from 2021, significant increase is defined as a yearly increase of minimum 15% of data shared regionally
Purpose	To assess whether each West-African ECOWAS country (and possibly Mauretania) have increasingly shared electronic police data and have as such increased their capacity to combat crime and terrorism regionally
Baseline	In 2017, none
Target	Milestone 1: at the end of 2020 the WAPIS regional data-sharing platform is operational
	Milestone 2: from 2021, regional electronic police data sharing has started
	Target: By mid 2022, the number of electronic police data shared regionally has increased
Data Collection	Data will be collected (in the future) through electronical enquiry of the WAPIS Regional platform for data sharing
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	monthly
Lead	National IT Administrator, Country Officer
Reporting	The use of WAPIS regional data sharing platform by ECOWAS countries will be reported in the monthly progress reports submitted by the IT administrator and each country officer and the operations officer to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The use of the WAPIS system by each beneficiary country will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.

Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Outcome 3	O.3.1 The number of electronic police data shared globally between West African countries and the rest of the world
Definition	As from 2020, the increased yearly rate of electronic police data shared by West Africa countries with the global law enforcement community through the existing INTERPOL system
	As from 2021, significant increase is defined as a yearly increase of minimum 15% of data shared globally.
Purpose	To assess whether each West-African ECOWAS country (and possibly Mauretania) are increasingly sharing electronic police data with the global law enforcement community through existing INTERPOL systems and have as such increased their capacity to combat crime and terrorism regionally and globally
Baseline	In 2017, none
Target	Milestone 1: end of 2020 4 West-African countries have their national police information systems connected to the INTERPOL I-24/7 system
	Milestone 2: end 2021, 8 West-African countries have their national police information systems connected to the INTERPOL I-24/7 system
	Target: By mid 2022, all West-African countries have their national police information systems connected to the INTERPOL I-24/7 system
Data Collection	Data will be collected (in the future) through electronical enquiry of INTERPOL systems and the INTERPOL NCB Dashboard
	Data from Activity indicators 4.2

Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	monthly
Lead	Senior Project Manager
Reporting	The sharing of regional police data by ECOWAS countries will be reported in the monthly progress reports submitted by the IT administrator and each country officer and the operations officer to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The use of the WAPIS system by each beneficiary country will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Outcome 3	O.3.2 The number of consultations of the INTERPOL I-24/7 databases by West Africa countries
Definition	As from 2020, the increased yearly rate of consultation of INTERPOL I-24/7 databases by West Africa countries
Purpose	To assess whether each West-African ECOWAS country (and possibly Mauretania) are increasingly consulting electronic police data through existing INTERPOL systems and have as such increased their capacity to combat crime and terrorism regionally and globally
Baseline	In 2017, none
Target	Milestone 1: end of 2020, 4 West African countries have their national police information systems connected to INTERPOL I-24/7 and started to consult INTERPOL databases
	Milestone 2: end 2021, 8 West-African countries have their national police information systems connected to INTERPOL I-24/7 and started to consult INTERPOL databases
	Target: By mid 2022, all West-African countries have their national police information systems connected to INTERPOL I-24/7 and started to consult INTERPOL databases
Data Collection	Data will be collected (in the future) through electronical enquiry of INTERPOL systems and the INTERPOL NCB Dashboard
	Data from Activity indicators 4.3
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	monthly
Lead	Senior Project Manager
Reporting	The consultation of INTERPOL databases by ECOWAS countries will be reported in the monthly progress reports submitted by the IT administrator and each country officer and the operations officer to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The use of the WAPIS system by each beneficiary country will be included in the

Quality Control	regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Output 1	OP.1.1 The number of West-African countries having signed the MoU on the implementation of WAPIS with INTERPOL
Definition	The increased number of West-African countries having signed the MoU on the implementation of WAPIS with INTERPOL
Purpose	To assess whether each West-African ECOWAS country has agreed to implement the WAPIS system and has as such increased their capacity to combat crime and terrorism regionally and globally
Baseline	In 2017, none
Target	Milestone 1: by the end of 2018 all MoU have been drafted
	Milestone 2: by mid 2019 all MoU have been presented to national authorities
	Target: By mid 2019, all West-African countries have signed the MoU on the implementation of WAPIS with INTERPOL
Data Collection	Information on the presentation and signing of the MoU's will be followed up by the country officers, legal and operations coordinator and reported on in the country progress report
	Data from Activity indicators 1.1
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	monthly

Lead	Operations Coordinator
Reporting	The signing of the MoU by ECOWAS countries will be reported in the monthly progress reports submitted by the IT administrator and each country officer and the operations officer to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The use of the WAPIS system by each beneficiary country will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Output 1	OP.1.2 The number of West African countries having endorsed a national implementation plan proposed by WAPIS Program
Definition	The increased number of West African countries having endorsed a national implementation plan proposed by WAPIS Program
Purpose	The need for a national implementation plan in each West-African ECOWAS country is apparent and if signed and adopted increases their capacity to combat crime and terrorism nationally, regionally and globally
Baseline	In 2017, none
Target	Milestone 1: by the end of 2019 all WANACO's are operational and the WAPIS program has finalised the national implementation plan to be proposed to the national authorities
	Milestone 2: by mid 2020 the proposed national implementation plans have been presented and discussed with all WANACO's
	Target: by the end of 2020, all West-African countries have endorsed the national implementation plan proposed by the WAPIS program

Data Collection	Information on the presentation and signing of the national implementation plan will be followed up by the country officers and operations coordinator and reported on in the country progress report. Moreover, the process to adopt the proposed implementation plan will be followed up in each country through WANACO meetings and the WAPIS steering committee will discuss follow up.

Data from Activity indicator 1.2.2 |
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	6 monthly
Lead	Head of Program
Reporting	The follow up of the WAPIS implementation plan in each ECOWAS country will be reported in the monthly progress reports submitted by each country officer and the operations officer to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The use of the WAPIS system by each beneficiary country will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Output 1	OP.1.3. The annual number of WAPIS related recommendations adopted by the ECOWAS Commission and related bodies
Definition	Yearly numbers of WAPIS related recommendations adopted by the ECOWAS Commission and related bodies
Purpose	The need for ECOWAS Commission recommendations to participating countries in order support WAPIS coordination is apparent and if they are adopted by the

	countries increase their capacity to combat crime and terrorism nationally, regionally and globally
Baseline	In 2017, none
Target	In 2019, 05 recommendations were adopted In 2020, at least one recommendation is adopted Target: at least one ECOWAS Commission recommendation adopted yearly by all ECOWAS countries
Data Collection	Information on the recommendations put forward and their eventual adoption by ECOWAS countries will be followed up by the WAPIS ECOWAS representative, the country officers and operations coordinator and reported on in the country progress report. Moreover, the process to adopt the recommendations will be followed up in each country through WANACO meetings and the WAPIS steering committee will discuss follow up. Data from Activity indicators 1.2.3, 1.2.4
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	monthly
Lead	ECOWAS representative, country officers
Reporting	The follow up of in each ECOWAS country will be reported in the monthly progress reports submitted by each country officer and the operations officer to the PMO. The follow up of the ECOWAS Commission will be reported in the monthly progress reports submitted by the ECOWAS representative to the PMO The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The recommendations follow up will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Output 2	OP.2.1 The number of DACORE established
Definition	Increased number of WAPIS Data Collection and Registration Centres (DACORE) established in each West-African country
Purpose	The need for a DACORE in each participating country in order lead/support WAPIS implementation is apparent and if installed and operational increases the capacity to combat crime and terrorism nationally, regionally and globally
Baseline	In 2017, 4 pilot countries
Target	Milestone 1: By the end of 2020, 8 West African countries have established a DACORE
	Milestone 2: By the end of 2021, 12 West African countries have established a DACORE
	Target: By mid 2022, all West African countries have established a DACORE
Data Collection	Information on the implementation of DACORE by ECOWAS countries will be followed up by, the country officers and operations coordinator and reported on in the country progress report. Moreover, the process install the DACORE will be followed up in each country through WANACO meetings and the WAPIS steering committee will discuss follow up.
	Data from Activity indicators 2.1.1-2.1.6
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	monthly
Lead	Operations coordinator
Reporting	The follow up of in each ECOWAS country will be reported in the monthly progress reports submitted by each country officer and the operations officer to the PMO. The follow up of the ECOWAS Commission will be reported in the monthly progress reports submitted by the ECOWAS coordinator to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The recommendations follow up will be included in the regular

	WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Output 2	OP.2.2 The number of countries having operational remote WAPIS sites
Definition	Increased number of countries having operational remote sites connected to WAPIS system
Purpose	Extend the WAPIS system beyond the DACORE. Operational remote sites connected to WAPIS in each participating country to support WAPIS implementation, if installed and operational, increase the capacity to combat crime and terrorism nationally, regionally and globally
Baseline	In 2017, 4 pilot countries
Target	Milestone 1: By end of 2019, 4 West African countries have operational remote sites connected to the WAPIS system
	Milestone 2: By the end of 2021, 12 West African countries have operational remote sites connected to the WAPIS system
	Target: By mid 2022, all West African countries have operational remote sites connected to WAPIS system
Data Collection	Information on the implementation remote sites connected to the WAPIS system by ECOWAS countries will be followed up by, the country officers and operations coordinator and reported on in the country progress report. Moreover, the process to implement DACORE's will be followed up in each country through WANACO meetings and the WAPIS steering committee will discuss follow up.
	Data from Activity indicators 2.3.1-2.3.7
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	monthly
Lead	Operations coordinator
Reporting	The follow up of remote site installed in each ECOWAS country will be reported in the monthly progress reports submitted by each country officer and the operations officer to the PMO. The follow up of the ECOWAS Commission will be reported in the monthly progress reports submitted by the ECOWAS coordinator to PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The follow up will be included in

	the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.
Output 2	OP.2.3.1 A WAPIS training strategy is developed and implemented
Definition	Follow up of the capacity building, mentoring and peer-coaching on the WAPIS System, to senior, middle-management and officers from national law enforcement agencies
Purpose	The development and implementation of a WAPIS training strategy in each participating country to support WAPIS implementation increases the capacity to combat crime and terrorism nationally, regionally and globally
Baseline	In 2017, none
Target	Milestone 1: By the end of 2019, the strategy is developed
	Milestone 2: By the end of 2020, the implementation in West African countries has started
	Target: By mid 2022, the strategy is implemented
Data Collection	The development and implementation of the WAPIS training strategy by ECOWAS countries will be followed up by, the country officers and operations coordinator and reported on in the country progress report. Moreover, the process to implement will be followed up in each country through WANACO meetings and the WAPIS steering committee will discuss follow up.
	Data from Activity indicators 2.2.1; 2.2.2; 2.2.3; 2.2.4; 2.2.7; 2.2.8; 4.2.1; 4.3.1

Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	6 monthly
Lead	Training officer
Reporting	The follow up of the development and implementation of the training strategy in each ECOWAS country will be reported in the monthly progress reports submitted by the training officer, each country officer and the operations officer to the PMO. The follow up of the ECOWAS Commission will be reported in the monthly progress reports submitted by the ECOWAS coordinator to PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The follow up will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Output 2	OP.2.3.2 A pool of WAPIS trainers has been established in each ECOWAS country
Definition	Increased number of West-African countries having a pool of certified national WAPIS trainers
Purpose	The creation of a pool of WAPIS train the trainers in each country to support WAPIS implementation increases the capacity to combat crime and terrorism nationally, regionally and globally
Baseline	In 2017, none
Target	Milestone 1: By the end of 2020, 4 West African countries have a pool of certified national WAPIS trainers

	Milestone 2: By the end of 2021, 12 West African countries have a pool of certified national WAPIS trainers
	Target: By mid 2022, all West African countries have a pool of certified national WAPIS trainers
Data Collection	The development and implementation of the WAPIS trainers in each ECOWAS country will be followed up by, the training officer, the country officers and operations coordinator and reported on in the country progress report.
	Data from Activity indicators 2.2.5, 2.2.6.
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	Every 6 months
Lead	Training officer
Reporting	The follow up of the development and implementation of a pool of trainers in each ECOWAS country will be reported in the monthly progress reports submitted by the training officer, each country officer and the operations officer to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The follow up will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Output 2	OP.2.4 The number of implementing processes for data collection and processing in each beneficiary country
Definition	The increased number of processes implemented for data collection and processing in each beneficiary country
Purpose	Law enforcement agencies implement processes for data collection in each participating country to, increase the capacity to combat crime and terrorism nationally, regionally and globally
Baseline	In 2017, 4 pilot countries
Target	By the end of the programme all beneficiary countries
Data Collection	Information on processes developed and implemented will be followed up by, the country officers and operations coordinator and reported on in the country progress report. Moreover, the process will be followed up in each country through WANACO meetings and the WAPIS steering committee will discuss follow up. Data from Activity indicators 2.4.1-2.4.3
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	6 months
Lead	Operations coordinator
Reporting	The follow up of processes in each ECOWAS country will be reported in the monthly progress reports submitted by each country officer and the operations officer to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The follow up will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Output 2	OP.2.5 INTERPOL operation INFRA in West Africa
Definition	Organise an INTERPOL Operation INFRA in West Africa with the participation of all beneficiary countries targeting international fugitives wanted for serious crimes with a view to localising and arresting them
Purpose	Demonstrate the capabilities of the WAPIS system and the regional data sharing in all participating countries targeting international fugitives wanted for serious crimes with a view to localising and arresting them
Baseline	No operation
Target	One operation INFRA organised by end op programme
Data Collection	Activity indicators 2.5.1-2.5.4
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	When operation is imlemented
Lead	Interpol FIS
Reporting	The follow up of the operation in each ECOWAS country will be reported by each country officer and the operations officer to the PMO. The PMO Manager will then use the data from each country to finalise the progress reports.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Output 3	OP.3.1 The WAPIS regional data-sharing platform is designed and developed in cooperation with ECOWAS and member states
Definition	The design and development of the WAPIS regional data sharing platform is finalized
Purpose	The design and development of a WAPIS regional data sharing platform increases the capacity of ECOWAS countries to combat crime and terrorism nationally, regionally and globally
Baseline	In 2017, the type of the regional data-sharing mechanism was decided
Target	Milestone 1: By the end of 2019, the technical specifications of WAPIS regional data-sharing platform have been finalised
	Milestone 2: By mid 2020, the WAPIS regional data-sharing platform has been designed
	Target: By the end of 2020, the WAPIS regional data sharing software system has been developed and is ready to be deployed
Data Collection	The development and implementation of the WAPIS regional data sharing platform will be followed up by the WAPIS IT system architect.
	Data of activity indicator 3.2 will be used to complete the information.
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	6 months
Lead	IT system architect
Reporting	The follow up of the development and implementation of the WAPIS regional data sharing platform will be reported in progress reports submitted by the training officer, to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The follow up will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.

Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Output 3	OP.3.2 The WAPIS regional data-sharing platform is implemented
Definition	The procurement, the delivery and the installation of the WAPIS regional data-sharing platform are finalised
Purpose	The procurement, the delivery and the installation of a WAPIS regional data sharing platform increases the capacity of ECOWAS countries to combat crime and terrorism nationally, regionally and globally
Baseline	In 2017, none
Target	Milestone 1: By mid 2020, the procurement for the regional platform has started
	Milestone 2: By mid 2021, the regional platform has been delivered and installation started
	Target: By mid 2022, the WAPIS regional data-sharing platform has been implemented and handed-over
Data Collection	The procurement, the delivery and the installation of the WAPIS regional data sharing platform will be followed up by the WAPIS System Architect, Procurement Officer and ECOWAS Coordinator.
	Data of activity indicators 3.3, 3.4, 3.5 will be used to complete the information.
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database

Frequency	6 months
Lead	IT System Architect, Procurement Officer and ECOWAS Coordinator
Reporting	The follow up of the procurement, the delivery and the installation of the WAPIS regional data sharing platform will be reported in progress reports submitted by the IT System Architect, Procurement Officer and ECOWAS Coordinator, to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The follow up will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Output 4	OP.4.1 The number of designated national entities having signed the agreement to access and use the INTERPOL system
Definition	Increased number of designated national entities, responsible for police data collection and registration in each West-African country, having signed the cooperation agreement on direct access to and use of the INTERPOL Information System
Purpose	Designated national entities having signed the agreement to access and use the INTERPOL system is essential to access the system. Once the ECOWAS countries have signed the capacity of ECOWAS countries to combat crime and terrorism nationally, regionally and globally is increased.
Baseline	In 2017, none

Target	Milestone 1: By the end the 2021, all West African entities have signed the agreement
	Milestone 2: By the end of 2020, 8 West African entities have signed the agreement
	Target: By the end the 2021, all West African entities have signed the agreement
Data Collection	Designated national entities having signed the agreement to access and use the INTERPOL system will be followed up by country officers and operations coordinator and reported in the country progress report.
	Data of activity indicator activity indicator 4.1.1 will be used to complete the information.
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	6 months
Lead	Country officers and operations coordinator
Reporting	The follow up of the signature of the agreement to access and use the INTERPOL system will be reported in progress reports submitted by the country officers, to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The follow up will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Output 4	OP.4.2 The number of ECOWAS countries establishing an INTERPOL I-24/7 connection
Definition	Increased number of West-African countries having established an INTERPOL I-24/7 connection
Purpose	Once the ECOWAS countries have established an INTERPOL I-24/7 connection they increase their ability to combat crime and terrorism nationally, regionally and globally is increased.
Baseline	In 2017, none
Target	Milestone 1: By the end of 2019, 4 West African countries are connected to INTERPOL I-24/7
	Milestone 2: By the end of 2020, 8 West African countries have adopted a legal framework
	Target: By the beginning of 2022, all West African countries are connected to INTERPOL I-24/7
Data Collection	The number of West African countries connected to INTERPOL I-24/7 will be followed up by country officers and operations coordinator.
	Data of INTERPOL statistics and of Activity indicators 4.1.2, 4.1.3, 4.1.4, 4.2.3, 4.3.3 will be used to complete the information.
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	6 months
Lead	Country officers and operations coordinator
Reporting	The follow up of the number of West African countries connected to INTERPOL I-24/7 will be reported in progress reports submitted by the country officers, to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The follow up will be included in the regular WAPIS program

	reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Output 4	OP.4.3 The number of ECOWAS countries adopting Standard Operating Procedures
Definition	Increased number of West-African countries having adopted standard operating procedures for the use of INTERPOL information systems
Purpose	Once the ECOWAS countries have established an INTERPOL I-24/7 connection and have adopted SOP's they increase their ability to combat crime and terrorism nationally, regionally and globally is increased.
Baseline	In 2017, none
Target	Milestone 1: By mid 2020, WAPIS Program has contributed to the creation of standard operating procedures in 4 West African countries
	Milestone 2: By mid 2021, WAPIS Program has contributed to the creation of standard operating procedures in 8 West African countries
	Target: By mid 2022, all the West African countries have adopted standard operating procedures for the use of INTERPOL information systems

Data Collection	The number of West African countries having adopted SOP's will be followed up by country officers and the operations coordinator.
	Data of activity indicator 4.2.2 will be used to complete the information.
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	6 months
Lead	Senior project manager
Reporting	The follow up of the number of West African countries having SOP's will be reported in progress reports submitted by the country officers, to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The follow up will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Output 5	OP.5.1 The number of ECOWAS countries adopting a legal framework for WAPIS
Definition	Increased number of countries having adopted a legal framework for the national WAPIS system
Purpose	Once the ECOWAS countries have adopted a legal framework, taking in account human rights, gender issues and the protection of personal data, for the national WAPIS system they increase their ability to combat crime and terrorism nationally, regionally and globally is increased.
Baseline	In 2017, 3 West African countries have adopted a legal framework
Target	Milestone 1: By the end of 2019, the template of the legal framework has been presented to all beneficiary countries
	Milestone 2: By the end of 2020, 8 West African countries have adopted a legal framework
	Target: By the end 2021, all West African countries have adopted a legal framework
Data Collection	The number of West African countries having adopted a legal framework will be followed up by legal, country officers and the operations coordinator.
	Data of activity indicators 5.1, 5.2, 5.3 will be used to complete the information.
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	monthly
Lead	Senior project manager
Reporting	The follow up of the number of West African countries having adopted a legal framework on the use of WAPIS will be reported in progress reports submitted by the country officers, to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The follow up will be included in

	the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Output 5	OP.5.2 The ECOWAS Commission has adopted a legal framework for regional criminal information sharing
Definition	Supported by the WAPIS program, the ECOWAS Commission is preparing and adopting a legal framework for regional criminal information sharing
Purpose	Once the ECOWAS Commission has adopted a legal framework, taking in account human rights, gender issues and the protection of personal data, for regional criminal information sharing, they increase their ability to combat crime and terrorism nationally, regionally and globally is increased.
Baseline	In 2017, 3 West African countries have adopted a legal framework
Target	Milestone 1: By the end of 2020, WAPIS has assisted ECOWAS Commission to identify a legal framework to establish the regional mechanism
	Target: By mid 2022, all West African countries have attributed, in the annual budget, the necessary funds guaranteeing the sustainability for the national WAPIS system
Data Collection	The ECOWAS Commission having adopted a legal framework will be followed up by legal, country officers and the operations coordinator.
	Data of activity indicator 5.4 will be used to complete the information.
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	monthly
Lead	legal
Reporting	The follow up of the ECOWAS Commission having adopted a legal framework on the use of WAPIS will be reported in progress reports submitted by Legal, the country officers and the Operations officer to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The follow up will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Output 6	OP.6.1 The number of ECOWAS countries having annual WAPIS budget lines
Definition	West-African countries having attributed, in the annual budget, the necessary funds guaranteeing the sustainability for the national WAPIS systems
Purpose	Once the West-African countries have attributed the necessary funds in their annual budgets the sustainability of the WAPIS system is improved and as such they increase their ability to combat crime and terrorism nationally, regionally and globally is increased permanently
Baseline	In 2017, none
Target	Milestone 1: By the end of 2020, the WAPIS Program has presented to the national authorities, an estimated budget for the maintenance of equipment and premises, and operational costs of national WAPIS system
	Target: By mid 2022, all West African countries have attributed, in the annual budget, the necessary funds guaranteeing the sustainability for the national WAPIS system
Data Collection	The West-African countries have attributed the necessary funds in their annual budgets, budgets will be followed up by finance, country officers and the operations coordinator.
	Data of activity indicator 6.1 will be used to complete the information.
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	monthly
Lead	legal
Reporting	The follow up of the West-African countries have attributed the necessary funds in their annual budgets for the use of WAPIS will be reported in progress reports submitted by Finance, the country officers and the Operations officer to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The follow up will be included in the regular WAPIS program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

Output 6	OP.6.2 ECOWAS has established WAPIS budget lines
Definition	Progressive inclusion by ECOWAS of annual budget lines guaranteeing the sustainability of the regional WAPIS system
Purpose	Once the ECOWAS Commission has attributed the necessary funds in their annual budgets the sustainability of the WAPIS system is improved and as such they increase their ability to combat crime and terrorism nationally, regionally and globally is increased permanently
Baseline	In 2017, none
Target	Milestone 1: By the end of 2020, the WAPIS Program has presented to the ECOWAS Commission, an estimated budget for the maintenance of equipment and premises, and operational costs of regional WAPIS system
	Target: By mid 2022, ECOWAS has attributed, in the annual budget, the necessary funds guaranteeing the sustainability for the regional WAPIS system
Data Collection	The ECOWAS Commission having attributed the necessary funds in their annual budgets will be followed up by the ECOWAS coordinator and the operations coordinator.
	Data of activity indicator 6.2 will be used to complete the information.
Tool	The reporting will be adapted to the M&E system put in place and data presented will be logged in the M&E excel database
Frequency	monthly
Lead	ECOWAS coordinator
Reporting	The follow up of ECOWAS Commission having attributed the necessary funds in their annual budgets for the use of WAPIS will be reported in progress reports submitted by the ECOWAS coordinator and the Operations officer to the PMO. The PMO Manager will then use the data from each country to finalise the monthly country progress reports. The follow up will be included in the regular WAPIS

	program reporting to the donor, steering committee and the ECOWAS Commission.
Quality Control	The existing reporting system will be reviewed and adapted to the needs of M&E system put in place. All program personnel will attend an M&E training course on the reasons why and how to report monthly. To verify the accuracy of the reports submitted by the program personnel the M&E officer and the PMO manager will randomly select one department every 3 months to audit. This audit will involve a detailed analysis of the reporting and facts presented by each program personnel.

6   The WAPIS program Theory of Change (ToC) narrative

1. **Introduction**

Despite often taking very different starting points, driven by different motivations and using different vocabulary and processes, donors developing support programs and implementing agencies rolling them out have found theory of change thinking a useful approach for developing, exploring, evaluating and clarifying their support programs and their ways to achieve the intended program impacts[1].

Theory of change thinking is used in a number of different ways, ranging from exploring high-level change processes, to explaining the internal logic of an intervention through to hypothesising cause and effect links between important changes.

This WAPIS program ToC narrative document attempts to describe the 2019 WAPIS program thinking on the ToC.

2. **The WAPIS program and the ToC**

Over the last few decades there has been an ongoing debate in the international development community about the best way to describe how programs lead to results. One approach has been to use a Logical Framework which most donors now require. Another increasingly popular approach is to create a Theory of Change intended to support reaching the programs outcomes. Some donors and implementing agencies view it as a tool and methodology to map out the logical sequence of an initiative from inputs to outcomes (program theory and evaluation). Others see it as a deeper reflective process and dialogue amongst colleagues and stakeholders, reflecting on the values and approaches of change that identify and show underlying assumptions of how and why change might happen as an outcome of the program (informed social action).

Common practice and experience have demonstrated that ToC is at its best when it combines both approaches. The mapping of the logical sequence is strengthened by critical thinking about the contextual conditions that influence the program, the motivations and contributions of stakeholders and other actors, and the different interpretations (assumptions) about how and why that sequence of change might come about.

Moreover, ToC is both a process and a product. It must be seen as an on-going process of discussion-based analysis and learning that produces powerful insights to support program design, strategy, implementation, evaluation and impact assessment, communicated through diagrams and narratives which are updated at regular intervals. As such, ToC is an outcomes-based approach which applies

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[1] Review of the Theory of Change in International Development, Isabel Vogel, DFID 2012
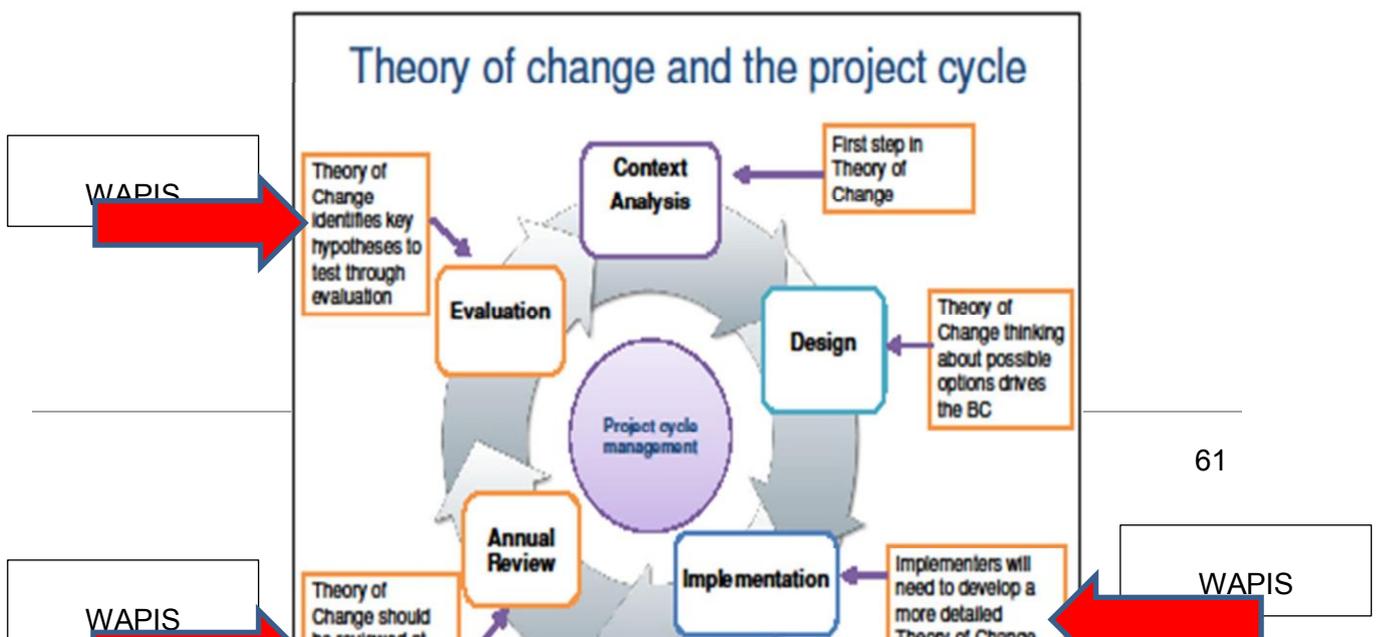
critical thinking to the design, implementation and evaluation of initiatives and program's intended to support change in their contexts.

Since the WAPIS ToC has been articulated during 2019, more than a year after the design of the actual WAPIS program in 2017, the aim is to use it as a tool to apply critical thinking to program implementation and the evaluation of the program's outcomes and eventual impact.

Therefore, WAPIS defines ToC as an on-going process of reflection to explore change and how it happens. Moreover, the ToC articulates the underlying beliefs and assumptions that guide the implementation of outputs and activities and are believed to be critical for producing change and improvement. The WAPIS ToC intends to;

- Support moving stakeholders from being passive collectors and users of program information to active users of information for system planning and service delivery.

- Improve program staff understanding of the kind of evaluation information they need to make day-to-day decisions.

- Develop research questions that focus on measurement on changes that can occur given the particular strategies that are operative at the system, program, and client level.

- Support those implementing to understand assumptions and expectations that guide their decisions, actions, and resulting accomplishments.

As such, the WAPIS ToC supports and leads the thinking and analyses at three phases of the project cycle: yearly program implementation, the annual review and hypothesis testing.

Theory of change and the project cycle

3. How the WAPIS program uses ToC-thinking and Logframe implementation

Combining the need (i) to map out the logical sequencing of the program from inputs to outcomes and (ii) to strengthen critical thinking about the contextual conditions that influence program implementation and eventual impact, the WAPIS program thinks it useful to have two quite separate approaches. The first one the "Logframe approach" mandatory for performance management, monitoring and evaluation reaching outputs, outcomes and eventually impacts; the second one the "ToC approach" a voluntary one to support analysis and critical thinking by all program stakeholders intended to strengthen and understand program implementation and to eventually adapt program implementation.

WAPIS program ToC and Logframe

Theory of Change

- Presents the big picture
- Shows the different pathways that might lead to the intended impact
- Describes *how* and *why* change is **believed to happen**
- Is used to complete the sentence **"if we do X then Y will change because…"**
- Is presented as a diagram/flow chart with narrative text
- The diagram is flexible and doesn't have a particular format
- Describes how one box will lead to another box
- Is used as a critical review instrument during annual reviews

Logical Framework

- Gives a detailed description of the program showing how the program **activities will lead to** the immediate outputs, and how these will lead to the outcomes and impact
- Is used to complete the sentence **"we plan to do X which will give Y result"**
- Is presented as a matrix, called a Logframe.
- Is linear, which means that all activities lead to outputs which lead to outcomes and the goal.
- Includes space for risks and assumptions, although these are usually only basic.
- Is used as a tool for monitoring and evaluation.

4. **The WAPIS ToC in practice**

Based on the above the WAPIS ToC narrative describes the how and why the intended output, outcome and impact are believed to happen. The flow chart describes how one box with activities leads to the output, outcome and impact boxes. This section describes the general context and the reasons why the WAPIS-system needed to be initiated and deployed and the expected logical chain the WAPIS program has laid down between activities deployed and the outputs, expected outcomes and impact.

4.1. **General context of the need for WAPIS and EU interventions**

The idea to create a West African Police Information System (WAPIS) stemmed from ECOWAS Member States, which expressed their concern over the spate of transnational organized crime and terrorism affecting the region. Security gaps at national, regional and global levels have contributed to West Africa facing growing threats from, inter alia, drug trafficking, smuggling of migrants, human trafficking and global terrorism. Without effective police information exchange at national level between agencies, within the region, as well as between the region and the rest of the world, no enforcement strategy can effectively tackle these threats.

Additionally, the ECOWAS Commission sees the future regional WAPIS data-sharing platform as the natural balancing measure to the Commission's initiative to create a free movement and free establishment zone within the ECOWAS area, whereby the free movement of persons would be accompanied by the ability of law enforcement to share and access information across the free movement zone.

Since 2012, the European Union (EU), through the WAPIS program implemented by INTERPOL, started to address requests coming from the region by supporting under the then Instrument for Stability and the Instrument contributing to Stability and Peace, the development of the West African Police Information System (WAPIS) in four pilot countries, Benin, Ghana, Mali and Niger. The Program is currently in his third phase, which consists of two distinct segments, corresponding to implementation periods covered by two distinct funding instruments:

- A bridging period of 20 months funded by the Emergency Trust Fund for Africa (15 February 2016 to 14 October 2017)
- A full roll-out period of 55 months (15 October 2017 to 14 June 2022) covered by the 11th European Development Fund-West Africa Regional Indicative Programme (WA RIP).

This narrative ToC document is specific to the second period and is funded under the 11th European Development Fund

The central issue the WAPIS Program addresses is police information management. The root problem is the fact that almost the entirety of police data in West African countries is paper based. Therefore, the WAPIS Program works at three levels: (i) the national level to improve electronic national police data systems in each West African country; (ii) the regional level to support national and regional authorities developing and set up a regional police data sharing platform; (iii) to reinforce the operational link between law enforcement in ECOWAS Member States and the rest of the world.

4.2. **Lessons learnt from earlier phases of WAPIS implementation**

Evaluations of former phases of WAPIS implementation have identified crucial lessons learnt which the third phase WAPIS program is to take in account. These lessons learnt are:

- The need for political buy-in: law enforcement agencies are always willing to acquire new tools, but the efforts invested, including in human resources and budget, will only turn into success if the Program is supported at the highest political level.

- The need for commitment from National and regional authorities within the implementation of the WAPIS Program: the ECOWAS Document "Expected commitment from National and regional authorities within the implementation of the WAPIS Program" will needs to be used as the reference for monitoring of the respect of mutual commitments.

- The need for import tax waiver: a general import tax waiver from implementing countries in order to facilitate the import of goods is needed.

- The need for local IT partners: Considering the lack of technical expertise within law enforcement agencies in beneficiary countries, partnerships with competent local companies need to be established.

- The need for West African experts: In order to facilitate the adoption by beneficiary countries of the necessary legal framework, the involvement of West African experts to work in close coordination and consultation with INTERPOL is necessary.

- The need for WAPIS-program presence in countries: Country officers must be present in beneficiary countries, at a minimum rate of one week every six weeks. Implementation in the region requires regular on-site presence.

- The need for high-level motivated focal points: The Programme works in the beneficiary countries through a focal point or The"single point of contact" (SPOC) need to be of sufficiently high-level to "make things happen" within his/her own agency and to be able to have impact on other participating agencies.

4.3. Overall objective and purpose of the actual EU WAPIS program

The program is relevant for the United Nations 2030 Agenda for Sustainable Development in establishing the overall objective (impact) of the WAPIS Program as the increased capacity of West African law enforcement authorities to combat transnational crime and terrorism through enhanced information management and sharing. The purpose (outcomes) is (i) a harmonised and structured national and regional management of police information in the broader West African region; (ii) an increased capability of the West African law enforcement community to collect, centralize, manage, and share their police data within the sub-region, (iii) an enhanced global information sharing between West African law enforcement community and the global law enforcement community.

4.4. The overall hypothesis underpinning the WAPIS program ToC

The overall hypothesis is that, increased capacity of West African law enforcement authorities to combat transnational crime and terrorism through enhanced national and regional information management - increased national and regional information sharing - enhanced global information sharing, will be reached if following key issues are addressed:

- National governments and regional institutions support WAPIS implementation;
- The WAPIS system is implemented at national level through the delivery of operational and technical support and training;
- Data at national level is collected regularly, in compliance with applicable procedures, with the support of a robust quality assurance system
- The WAPIS regional data sharing platform is developed and implemented in cooperation with the ECOWAS Commission and ECOWAS Member States (and possibly Mauritania);
- National WAPIS systems are linked up with INTERPOL channels through INTERPOL National Central Bureaus;
- ECOWAS Member States and Mauritania have adopted the required legal framework at national and regional levels;
- The WAPIS system is handed over to the national and regional authorities ensuring systems sustainability.

4.5. The WAPIS program addressing the key issues

The overall assumption is that when these key issues are addressed through WAPIS program implementation the desired impact and outcomes are reached. The following paragraphs describe how the WAPIS program is expected to reach the impact and outcomes.

4.5.1. National governments and regional institutions support WAPIS implementation

National governments and regional institutions will improve their support to WAPIS implementation if the WAPIS program:

- Promotes and gathers support of ECOWAS member states through organising regular meetings with the heads of national law enforcement agencies, ensuring regular presence of the operations coordinator and country officers at WANACO meetings, producing progress reports, assuring regular country presence, providing capacity building – mentoring – peer coaching and the establishment and endorsement of a detailed implementation agreement with each beneficiary country

- Facilitates cooperation between ECOWAS member states, the ECOWAS Commission, the EU and INTERPOL trough the organising of the WAPIS Strategic Orientation Committee and ensures biannual reporting to the Committee and periodic reporting to technical meetings and intermediate reporting.

4.5.2. The WAPIS system is implemented at national level through the delivery of operational and technical support and training

The WAPIS system will be implemented at national level if the WAPIS program:

- Continuously upgrades the national WAPIS software based on user's feedback, develops technical specifications, procures and updates the software

- Deploys scanning stations for the digitisation of the existing paper-based data based on a need assessment, the setting up of digitised platforms, the training and mentoring of personnel for at least 1 year and establishes a formal process for performance follow up

- Renovates the allocated DACORE premises including the electrical infrastructure, access control, server room and computer wiring

- Procures the DACORE IT hardware based on a need assessment and procures and delivers the hardware in line with the global systems architecture approved by the Programme Steering Committee

- Installs the national WAPIS software in the DACORE and migrates existing digitised data

- Extends connection to the national WAPIS system to key locations within the greater capital area based on a need assessment, developing country by country deployment strategies, ensuring remote access to the WAPIS system for participating law enforcement agencies and setting-up distant connected sites to the system

- Extends connection to the national WAPIS system beyond the greater capital area in Benin, Ghana, Mali and Niger based on a need assessment, developing country by country deployment strategies, ensuring remote access to the WAPIS system for participating law enforcement agencies and setting-up distant connected sites to the system

- Provides communication equipment for street controls based on a need assessment

- Establishes a training strategy and prepares training materials based on the experience in the 4 pilot countries and focussing on sustainability by including train-the-trainer components

- Provides country-by-country tailored train-the-trainer sessions for national WAPIS system operators after selecting in close cooperation with the WANACOs system operators, supervisors and administrators, develops an e-learning platform and ensure continuous assistance through the country officers' presence

- Provides tailored IT training sessions to the DACORE IT staff and by organising at least once a year a workshop for all DACORE IT administrators to exchange and share experiences

- Provides information security and personal data protection training to all WAPIS staff based on the training program developed in the pilot countries, provides a training plan and materials, develops an e-learning platform and ensure continuous assistance through the country officers' presence

- Assists law enforcement agencies designing and implementing processes for data collection and processing by providing tailored advice and mentoring and using the annual workshop of the Legal Focal Points for exchanging and sharing experiences

- Assists countries defining the required organisation to effectively operate the DACORE in providing tailored advice and mentoring to effectively integrate the WAPIS system in the operational processes of the participating law enforcement agencies

- Ensures IT support to the national WAPIS system, on top of the first level support by the WAPIS program via local IT companies, for maximum two years after launching the national system

- Promotes the inclusion of WAPIS in the national police training curricula working in close

cooperation with the national law enforcement training bodies

- Organises an INTERPOL Operation Infra in West Africa with all beneficiary countries targeting international fugitives wanted for serious crimes

- Need to include something on the quality of data strategy

4.5.3. The WAPIS regional data sharing platform is developed and implemented in cooperation with the ECOWAS Commission and ECOWAS Member States (and possibly Mauritania)

The WAPIS regional data sharing platform is developed and implemented in cooperation with the ECOWAS Commission and the ECOWAS member states if the WAPIS program:

- Assists the ECOWAS Commission in negotiations to identify the regional data sharing mechanism by organising an ECOWAS Expert Committee discussing the options for the regional data exchange mechanism based on the WAPIS 3T study, by seeking endorsement for the regional data sharing mechanism at the Annual General Assembly of the West African Police Chiefs Committee and the subsequent meeting of Ministers in charge of Security

- Selects a provider to develop the regional WAPIS software according to the adopted regional framework and the defined processes for data processing and exchanging

- Provides the necessary IT infrastructure for regional data sharing by developing the technical specifications and procuring the infrastructure

- Installs the regional WAPIS software through the selected provider and follows up the providers' implementation

- Ensures IT support to the regional WAPIS system by contracting a provider to ensure corrective and upgrade maintenance for maximum two years after launching the regional system

4.5.4. The national WAPIS systems are linked up with INTERPOL channels through the INTERPOL National Central Bureaus

The national WAPIS systems are linked up with INTERPOL channels through National Central Bureaus (NCB) if the WAPIS program:

- Connects national WAPIS systems to INTERPOL I-24/7 through National Central Bureaus by setting-up direct connectivity between each NCB and DACORE and enables law enforcement agencies, in DACORE or in law enforcement agencies' own facilities, to query

information and share authorised national police data globally through INTERPOL I-24/7

- Sets up, where necessary, the technical and human resources mechanisms allowing the transmission of information from national WAPIS systems to INTERPOL via NBC's and supports the beneficiary countries to identify processes to transfer the information

- Sets up, where necessary, the technical and human resources mechanisms allowing the consultation of INTERPOL information directly from national WAPIS systems work stations

4.5.5. The ECOWAS Member States (and possibly Mauritania) have adopted the required legal framework at national and regional levels

The ECOWAS Member States (and possibly Mauritania) will adopt the required legal framework at national and regional levels if the WAPIS program:

- Promotes and, if necessary, assists countries in the adoption of an appropriate legal framework at national level through organising sufficient legal research on existing legal instruments at national, regional and international level; fostering discussion and informing member countries of the legal requirements; fostering discussion and initiating work between countries and ECOWAS on the legal framework

- Assists countries, where necessary, establishing the legal status and mandate of the WANACOs through providing samples of legal status and mandates based on the experience in the pilot countries and supporting to adapt them to the local context

- Assists countries, where necessary, establishing the legal status and mandate of the entity operating the DACORE trough providing, based on the experience in the pilot countries, samples of the DACORE legal status and supporting them adapting to the local context

- Works in close cooperation with the ECOWAS Commission to bring member states (and possibly Mauritania) to an agreement on regional data sharing and adopting the appropriate regional legal framework through fostering discussion and initiating work between countries and ECOWAS

4.5.6. The WAPIS system is handed over to the national and regional authorities ensuring sustainability

The WAPIS system is handed over to the national and regional authorities ensuring sustainability if the WAPIS program:

- Advises national authorities on sustainability of the national WAPIS system through seeking to sign an implementation agreement with beneficiary countries; working with national

authorities to ensure that countries dedicate budget lines for the functioning of the WAPIS system; working with national authorities to include information and training on the WAPIS system in basic training of law enforcement agencies

- Cooperates with the ECOWAS Commission and Member States (and possibly Mauretania) to establish long-term sustainability measures for the regional data sharing mechanism through working with the Commission to ensure dedicated budget lines and a common funding mechanism for the functioning and the maintenance of the regional data sharing platform