



Co-operating to Disarm

# RECSA STRATEGIC PLAN 2020-2026

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## Acronyms

AfDB	African Development Bank
AU	African Union
CSO	Civil Society Organization
ECOWAS	Economic Community of West African States
EU	European Union
M&E	Monitoring and Evaluation
NAP	National Action Plan
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
RECSA	Regional Center on Small Arms
SALW	Small Arms and Light Weapons
SADC	Southern African Development Community
SWOT	Strengths, Weakness, Opportunities and Threats
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Program
UNIDIR	United Nations Institute for Disarmament Research
UNMAS	United Nations Mine Action Service
UNODA	United Nations Office for Disarmament Affairs
UNODC	United Nations Office on Drugs and Crime
UNREC	United Nations Regional Centre for Peace and Disarmament in Africa
UNSCAR	United Nations Scientific Committee on the Effects of Atomic Radiation
USA	United States of America
USD	United States Dollars
WB	World Bank

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## **Foreword by the Executive Secretary**

The Regional Centre on Small Arms and Light Weapons in the Great Lakes Region, Horn of Africa and Bordering States (RECSA) is mandated to coordinate and monitor the implementation of the Nairobi Protocol for the Prevention, Control and Reduction of Small Arms and Light Weapons Proliferation across the 15 Member States. Recognising the border-fluid nature of conflict and irregular arms transfers, RECSA provides a mechanism for regional security cooperation and concerted action towards the vision of “a safe and secure sub-region in a peaceful continent free from arms proliferation”.

The overarching goal of this Strategic Plan is to provide a pathway for the RECSA to sustain the momentum towards the full and effective implementation of the Nairobi Protocol. The Strategic Plan outlines the key priority thematic areas, resonating with the Mandate of the RECSA as stipulated in the establishment Agreement as well the provisions of the Nairobi Protocol.

RECSA launches this Strategic Plan at critical time in support of the implementation of the Africa Union’s “Silencing the Guns by 2020” initiative; a clarion call for concerted action to end all wars in the African continent as a precursor to achieving the human security aspired to in the African Union Agenda 2063. Connectedly, Target 16 of the Sustainable Development Goals implores on all actors to work individually and collectively towards a peaceful, safe and inclusive society by among others reducing arms illicit flow and conflict-related deaths. RECSA continues to play a critical role towards the attainment of these regional and international development agendas which all our 15 member states ascribe to.

The preparation of this Strategic Plan is based on a SWOT analysis of RECSA as well as a critical analysis of the current political, socio-economic and security context of our Member States. It recognises the increasing ownership of arms control and management interventions, regional integration efforts and appreciation of multilateralism as a platform for enhancing cross-border security and sustainable development.

This Strategic Plan 2020-2026 learns from and builds on the previous strategic period and identifies four key intervention themes: 1) Coordinating SALW Management and Control Interventions in the RECSA Sub-Region; 2) Conducting Adaptive Research, Public education and Awareness; 3) Institutional Strengthening and Development of RECSA Secretariat and Member States. 4) Mainstreaming Gender and Special Interests Groups in SALW Programmes and Initiatives. This strategic direction draws from the need to strengthen cross-border cooperation, through RECSA’s coordination role with its Member States; to mobilize Strategic partnerships to support the implementation of the Nairobi Protocol, to enhance the visibility and diplomatic standing of the RECSA Secretariat as a centre of technical expertise in developing regional standards in small arms and light weapons management and control.

As we launch this Strategic Plan I am confident that RECSA Member States, Strategic and development partners will find this Strategic Plan as a useful tool for deepening our cooperation. I take this opportunity to thank our Member States for their commitment to implement the Nairobi Protocol by among others the establishment of national institutions on small arms and light weapons and supporting the RECSA Secretariat. I also extend our gratitude to development partners who continue to support the RECSA Secretariat and Member States in implementing arms control programs. In addition, I recognize all our strategic partners with whom we leverage our efforts to build resilience in our member states by promoting the interlinkages of arms control interventions with the overall development agenda.

Lt. Gen. Badreldin Elamin Abdelgadir

**EXECUTIVE SECRETARY**

## Executive Summary

Illicit Small Arms and Light Weapons (SALW) are increasingly the leading contributors to the escalation of a culture of violence and the militarization of society; which increases human suffering and derails development.

Within the RECSA region, illicit flows and trafficking of SALW through long and porous borders, as well as inflows from conflict zones in Africa and beyond continue to influence, ignite and sustain violence, crime, fragility situations and transnational organized crime including poaching, cattle rustling, terrorism and trafficking of human, drugs, arms and other contraband. The region continues to experience multifaceted security challenges linked to migration, proxy wars, climate change, terrorism and mutation of intra-state conflicts.

In order to build resilience, cross-border cooperation and coordination are at the crux of finding a lasting solution to the human security question. Given the array of people and activities involved at the local, national, regional and international levels in combating SALW proliferation, it is crucial that small arms control efforts are coordinated by governments at the national level; as the State bears the primary responsibility of implementation of SALW management and control interventions.

Within this backdrop, the 2016-2020 Strategic Plan largely contributed to the entrenchment of arms control and management systems at the national level in line with the regional standards developed by the RECSA Secretariat. The Secretariat provided technical assistance to Member States in establishing and strengthening of the national institutions responsible for SALW, offered training to security agencies on international best Practices in weapons and ammunition management and engaged with policymakers and the public on the implementation of the Nairobi Protocol. The implementation was however hindered by lack of resources.

The 2020-2026 RECSA Strategic Plan will build on the successes of the previous Strategic Plans, by shifting focus to strengthen the coordination role of the Secretariat and capacity building of Member States to fully and effectively implement the Nairobi Protocol.

The Strategic plan is hinged on four pillars.

Pillar 1: Coordinating SALW Management and Control Interventions in the RECSA Sub-Region;

Pillar 2: Conducting Adaptive Research, Public education and Awareness;

Pillar 3: Institutional Strengthening and Development of RECSA secretariat and Member States.

Pillar 4: Mainstreaming Gender and Special Interest Groups in SALW Programmes and Initiatives.

Monitoring and evaluation, partnerships and mainstreaming of special interest groups remain cross-cutting thematic areas that shall be considered in the implementation of the Strategy. Further, the RECSA Communication Tool kit, Resource Mobilization Strategy, and the Monitoring and Evaluation Strategy will complement the implementation matrix of the Strategic Plan.

The successful implementation of the Strategic plan will be hinged on partnerships; creating and sustaining strategic partnerships to enhance synergy of action in reducing the proliferation of illicit arms in the RECSA region. The Secretariat aspires to deepen its interaction with Member States by promoting cross-learning, knowledge management and drawing of best practices in SALW management and control through research and innovation.

To achieve this, the RECSA Secretariat shall undertake a structural review process to ensure that there is a new organizational structure that is not only rational and responsive to the needs and expectations of the stakeholders, but also ensures that RECSA operations and staffing levels are streamlined to the new strategic direction.

The RECSA Secretariat will rely on the concerted efforts of the Member States to provide financial, institutional, political and human resources. The Secretariat also pursues alliances with strategic

partners and mobilizes investments by development partners to ensure the implementation of the Strategic Plan.

# **1 Introduction to the Strategic Plan 2020-2026**

## **1.1 Introduction**

1. The 2020 – 2026 Strategic Plan demonstrates the overarching goal of the Regional Centre on Small Arms to facilitate, promote and strengthen cooperation at the regional and international levels to effectively prevent, combat and eradicate the illicit manufacture and use of small arms and light weapons in collaboration with relevant partners.
2. The plans further put in place mechanisms for pursuance of the objective of promoting peace, stability and sustainable development in the region by encouraging accountability, law enforcement and creating mechanisms for efficient control and management of small arms and light weapons held by State parties and civilians.
3. This Strategic Plan also articulates means of promoting and facilitating information sharing and cooperation between the governments in the region as well as between inter-governmental organizations and civil society in all matters relating to the illicit trafficking and proliferation of small arms and light weapons.
4. The Plan identifies Key Priority Areas, Strategic Objectives and Strategies that the RECSA intends to pursue and achieve in the next four years.

## **1.2 Rationale for the Strategic Plan 2020 – 2026**

5. RECSA has had two Strategic Plans since its inception in 2005. As a result of increased activities geared towards implementation of its mandate, the Secretariat has recognized that there is need to streamline its structure and operations with an improved guiding framework.
6. Following the expiry of the 2016 - 2020 Strategic Plan, it became imperative to formulate a Strategic Plan for the RECSA for the period 2020 - 2026. This Plan has been formulated in line with the Nairobi Protocol and the Agreement Establishing RECSA.
7. The Plan defines the RECSA's vision, mission, core values, key priorities, strategic objectives, strategies, structure and resource requirements as well as the Monitoring and Evaluation Framework for its effective implementation.

## **1.3 Methodology for Strategy Development**

8. The process involved review of various background documents including the current RECSA Strategic Plan 2016-2020, the Nairobi Protocol, the Agreement establishing RECSA, Annual Reports, the current Resource Mobilization Strategy 2016 – 2020, the current Monitoring and Evaluation Strategy 2016 – 2020, amongst others.
9. The review and analysis involved the following steps; RECSA's processes and capacity, strengths, weaknesses, opportunities and threats (SWOT), stakeholders' analysis and consultations; Lessons Learnt from the 2016 – 2020 Strategic Plans were compiled after an end-term review; Key strategic issues were then identified, and the Vision and Mission statements reviewed. Subsequently, Key Priorities were formulated with corresponding Strategic Objectives and Strategies as well as the monitoring and evaluation mechanism.



## 2 Background to SALW Proliferation and RECSA

10. The illicit proliferation and misuse of small arms and light weapons ranks among today's most pressing security threats in Africa and in the world generally.
11. It is estimated that there are 875 million small arms in circulation in the world today. Out of this number, civilian ownership, both legal and illegal, accounts for about 75%. Of the global estimates of small arms in circulation, over 40 million are in Africa, most of them in the hands of civilians. The black-market value of small arms and light weapons stands at US\$ 1 billion. As a result of the proliferation of small arms, one person dies from armed violence every minute, while 16 become refugees. In that same minute, 15 new weapons are manufactured.
12. Tens of thousands of people are killed or wounded each year in conflicts that are exacerbated primarily by these weapons in crime-ridden areas and outside of conflict zones. According to the UNPoA and Nairobi Protocol, small arms and light weapons are weapons that can be transported and used by one person or a small crew. Small arms include revolvers and self-loading pistols, rifles and carbines, assault rifles, sub-machine guns, and light machine guns. Light weapons include heavy machine guns, hand-held under barrel and mounted grenade launchers, portable anti-tank and anti-aircraft guns, recoilless rifles, portable launchers of anti-tank and anti-aircraft missile systems, and mortars with calibres of less than 100 millimetres.
13. The manufacture, transfer and circulation of small arms and light weapons and their excessive accumulation and un-controlled spread in many regions of the world have a wide range of humanitarian and socio-economic consequences. They sustain armed conflict, abet terrorism, and facilitate cattle rustling and other serious crimes. These pose serious threat to peace, reconciliation, safety, security and stability and sustainable development at the individual, local, national, regional and international levels (*UNPoA 2001 Preamble Para 2*).
14. The Regional Centre on Small Arms in the Great Lakes Region, the Horn of Africa and Bordering States (RECSA) was established in June 2005, by Member States under Article 2 of the Agreement Establishing RECSA. It is an inter-governmental body with juridical personality which enjoys diplomatic status by virtue of the Host Agreement entered into with the Republic of Kenya.
15. RECSA's primary mandate is the prevention, control and reduction of SALWs in the Great Lakes and Horn of Africa and Bordering States, as set out in Nairobi Protocol of 21<sup>st</sup> April 2004. RECSA is tasked with the responsibility of developing and issuing guidelines and instructions for the implementation, monitoring and evaluation of the 2004 Nairobi Protocol, in liaison with law enforcement agencies of Member States.
16. To-date the membership comprises of: Federal Republic of Somalia, Republic of Burundi, Republic of Djibouti, Republic of Congo, Central African Republic, Democratic Republic of Congo, State of Eritrea, Federal Democratic Republic of Ethiopia, Republic of Kenya, Republic of Rwanda, Republic of Seychelles, Republic of South Sudan, and Republic of the Sudan, United Republic of Tanzania and Republic of Uganda.
17. The role of RECSA is to work with governments and partners to enhance the management of small arms and light weapons in line with the aspirations of the Nairobi Protocol for a peaceful and prosperous region.
18. RECSA's mandate also empowers it to work with partners to support interventions in addressing the root causes that drive self-armament, undertaking conflict analysis and

resolution, as well as supporting resilience building and awareness creation. At the regional level, the mandate of RECSA encompasses the building of mechanisms for promoting cross border coordination and collaboration among the member States.

## **2.1 The Peace and Security Situation in the RECSA Region**

19. Factors that have exacerbated insecurity in the region include intra and inter-state conflict, geopolitical proximity to the conflicts in the Middle East, colonial legacy and the logic of subversion. Border disputes have become factors of distrust, and instability with wider regional implications which, in some instances, have morphed into border wars and military interventions. Despite the considerable country variations, the region generally suffers socio-economic hardships, including high unemployment and poverty rates, as well as recurring environmental shocks.
20. The region is also the source, transit and final destination of wide range of common (Transnational) security threats such as cattle rustling, poaching, contraband smuggling and illegal exploitation of natural resources. Maritime crime in the Indian Ocean, including piracy, illegal fishing, and all forms of trafficking has been a major cause of concern for coastal and island States in the region. Terrorism has also been a major threat to several countries over the past nearly two decades. The threat has been characterized by the presence and activities of armed groups.
21. The wide availability of SALW in the region as a result of decades of armed conflict, weak arms transfer control structures combined with limited law enforcement and border control capacities, have perpetuated crime and undermined human security and development. The proliferation of illicit small arms and light weapons in the Great Lakes Region, Horn of Africa and Bordering States continues to sustain armed conflicts, cattle rustling, poaching and fuels armed crimes and terrorism. All these challenges contribute to insecurity in the RECSA region.

## **2.2 Niche and Value Proposition of RECSA**

22. RECSA is internationally recognized as an organization in Africa whose sole mandate is to address the proliferation of illicit SALW and build capacity of National Institutions responsible for Small Arms and Light Weapons (SALW) management and control. Over the years, RECSA has provided Member States and other stakeholders with cutting-edge knowledge, resources and advisory services to address challenges related to small arms and light weapons, focusing on but not limited to:
  - a) Institutional development and strengthening;
  - b) SALW Policy and Legislation;
  - c) Weapons and Ammunition management (PSSM);
  - d) Security Sector Reform (SSR);
  - e) Review and Development of National Action Plans on SALW
  - f) Generation of policy-relevant knowledge on SALW;
  - g) Monitoring implementation of SALW instruments;
  - h) Mainstreaming gender policy in SALW programmes which includes UNSCR 1325 and UNSCR 2250
23. Drawing on the unique skills and expertise of its staff, RECSA has managed and coordinated a number of complex SALW programmes and projects at national, regional and continental levels. Through these interventions, RECSA has not only won the trust of Member States but also strengthened its collaborative ties with many development partners and actors in the area of small arms and light weapons.

24. Further, RECSA Secretariat has enjoyed the support of Member States since its establishment. Despite prevailing geo-political differences between some member states, there is a positive and collective commitment towards RECSA as the regional institution coordinating SALW interventions. This political will is one of the strongest assets of RECSA and has undoubtedly enabled RECSA Secretariat play a critical role in the fight against SALW proliferation in the Great lakes Region, Horn of Africa and Bordering States

### **2.3 Linkage between SALW Proliferation and Sustainable Development**

25. Over the years, a consensus has emerged that there are negative and mutually reinforcing links between armed violence, insecurity and development. Armed violence and insecurity have profound and long-term negative consequences for states, societies and the quality of people's lives. SALW as tools of choice in armed conflicts is a major driver of fragility that weakens societies/nations resilience.

26. The proliferation of small arms and light weapons constitutes a threat to human development, good governance and democratic consolidation. The recognition of the inter-dependence of security and development can be articulated in the relationship between poverty, inequality, lack of opportunity and causes of violence.

27. For example, some countries in the Great Lakes region and the Horn of Africa are facing fragility situations driven majorly by SALW proliferation. Most present conflicts in Africa are escalated primarily by small arms and light weapons. They are the weapons of choice in armed conflicts and organized crimes. To echo the words of former UN Secretary General Kofi Annan, "SALW are the weapons of mass destruction for Africa".

28. The effects of SALW proliferation impact the women, men, youth, children and persons with disability differently and thus the need to pay special attention to their vulnerabilities in SALW and development interventions.

29. With the recognition of the link between SALW proliferation and sustainable development and the negative impacts of armed conflict, RECSA Secretariat has developed this Strategic Plan to guide its SALW control and management interventions for the period 2020-2026.

### 3 Situational Analysis

#### 3.1 PESTEL Analysis

30. Despite its niche, RECSA like other organizations; has its success influenced by external environment in which it operates - much of which it is incapable of controlling. The macro environment is very important since it comprises external forces that RECSA cannot directly control, but can manage and/or mitigate to effectively deliver its mandate. Table 1 below shows the PESTEL analysis.

**Table 1: RECSA PESTEL Analysis**

<b>PESTEL ANALYSIS</b>
<b>Political</b>
<p>Most of the RECSA Member States are affected by illicit SALW proliferation emanating from war-torn areas. The armed conflicts in the Sahel region, the crisis in Yemen and Syria continues to feed the illicit flow of SALW in the RECSA region.</p> <p>In effect, it contributes to state fragility, exacerbate armed conflicts and abet terrorism, facilitate wildlife poaching, cattle rustling and sustain proxy wars. These factors pose serious threat to peace, reconciliation, safety, security, stability and sustainable development at the individual, local, national, regional and international levels. All the above, hinder the efficient and effective implementation of SALW management and control in the RECSA region.</p>
<b>Economic</b>
<p>Trade in SALW is a profitable business on the global scene. These weapons are used in various ways for economic gains. e.g. cattle rustling, illegal exploitation of natural resources, poaching among others. This has perpetuated the supply and demand factors affecting SALW control. Because of the illicit SALW business, brokerage activities have increased which has perpetuated diversion of government stocks.</p>
<b>Social</b>
<p>The long exposure to SALWs creates a gun culture especially among the pastoral communities and societies exposed to long-term conflicts. In some communities in the region men are despised if they don't possess a fire arm while in others a fire arm is a prerequisite to marriage, either as a gift or a tool to acquire livestock to pay dowry. For communities around game reserves and national parks, poaching is considered as a cultural issue and fire arms are being used as modern tools for hunting. The high levels of unemployed youth makes them vulnerable to radicalization, violent extremism and recruitment into armed militia groups. In addition, illegal firearms facilitate domestic and gender-based violence.</p>
<b>Technological</b>
<p>RECSA is faced with severe challenges in coping up with emerging technologies in SALW control yet existing technologies in the market are capital intensive. Further still, in most countries there is usually resistance to change by the relevant institutions which affects transfer of technology. The customized RECSA Small Arms Tracing Software (RSTS) is a step in the right direction. However, the idea of centralized databases is yet to be achieved due to connectivity and coordination limitations.</p>
<b>Environmental</b>
<p>Easy availability of SALW in the region perpetuates environmental crime. This results in depletion of the natural resources like food and water resources. Existence of extractives and related benefits in the region could spur conflict if not well managed. In addition, in undertaking destruction of SALWs and UXOs, environmentally friendly destruction options will be used. The use of SALW in environmental degradation cannot be overemphasized, for example wildlife poaching, illegal logging, extraction of minerals among others all of which contribute to climate change challenges.</p>

## PESTEL ANALYSIS

### Legal

Outdated, non-existing or poorly enforced legislation hinder national policy makers, law enforcement agencies and prosecution in different aspects of SALW control. This in turn prevents the prosecution of trans-border organised criminal organisations. It is therefore in the interests of Member States to update existing laws on small arms control, while harmonizing and drafting new legal frameworks to provide security and law enforcement agencies with the required capabilities to combat illicit firearms ownership and the trafficking of SALW.

Globally, the framework includes the UNPOA, ITI, ATT and UN Firearms Protocol. In the regional context, the instruments include; Bamako Declaration, Nairobi Protocol, Kinshasa convention, SADC protocol and ECOWAS convention. In addition, RECSA Member States are required pursuant to the Nairobi Protocol to harmonize their SALW legislations to the relevant international and regional SALW instruments.

In the design and implementation of its interventions, RECSA will be mindful of the above instruments, more specifically focusing on lobbying parliamentarians for political support, awareness-raising and capacity-building/training for relevant national stakeholders on legislative and regulatory frameworks, legislative support to review and upgrade legislation and regulatory frameworks, conduct legislative assessments to identify gaps and priorities and conduct workshops and summits to identify and harmonize legislation.

### 3.2 SWOT Analysis

31. RECSA was subjected to a SWOT analysis in order to identify internal factors (strengths and weakness) and external factors (opportunities and threats) that are either favorable or unfavorable towards achievement of RECSA’s mandate. Table 2 below provides a summary of the SWOT Analysis.

**Table 2: SWOT Analysis**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Clearly established mandate and niche as derived from Article 12 in the Agreement Establishing RECSA and Article 18 of the Nairobi Protocol.</li> <li>• A track record in setting regional standards for SALW control and management</li> <li>• Availability of unique products such as the RECSA Small Arms Tracing Systems Software (RSTS)</li> <li>• Expertise in; arms marking, electronic record keeping, destruction of firearms, UXOs and ammunitions, safe storage, PSSM training, NAP development, capacity building for National Institutions responsible for SALW management and control, civilian disarmament and guidelines formulation</li> <li>• Willingness by member states to support RECSA.</li> <li>• Capacity to implement regional and continental programmes and projects on SALW control and management.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient financial base to support RECSA operations</li> <li>• Limited operationalization of the organizational structure</li> <li>• Inadequate implementation of the M&amp;E and RM Strategies</li> <li>• Unaligned coordination mechanisms among Member States and RECSA Secretariat.</li> <li>• Scarce Institutional visibility to internal (region) and external (international stakeholders)</li> <li>• Absence of consolidated data and information on SALW</li> <li>• Lack of a reliable and centralized information management systems for RECSA</li> <li>• Lack of a clear and robust policy to guide relationships with partners.</li> <li>• Inadequate capacity (human and financial) to facilitate evidence-based policy and decisions</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Existence of legal framework on SALW control at regional and global levels</li> <li>• Supportive multilateral and bilateral partners</li> <li>• Availability of land for the training center and RECSA headquarters</li> <li>• Increased relevancy of SALW interventions to sustainable development gives relevance to RECSA's existence</li> <li>• Commitment by Member states to a regional approach in SALW control and management</li> <li>• The AU Master Roadmap to Silencing the Guns in Africa offers an opportunity for RECSA</li> <li>• Other existing international and regional commitments in SALW control and management such as UNSCR 2250, UNSCR 1325</li> <li>• Stakeholder interest in emerging Peace and Security initiatives e.g. counter terrorism</li> </ul>	<ul style="list-style-type: none"> <li>• Inconsistent flow of financial contributions from most Member States affecting RECSA operations</li> <li>• Conflicting and or shifting priorities by Member States and donors</li> <li>• Civil and Political unrest in some Member States</li> <li>• Inadequate capacity of national institutions responsible for SALW management and control in some member states and weak capacity where they exist</li> <li>• Slow harmonization of national SALW legislations with the provision of the Nairobi protocol and other international and regional instruments</li> </ul>

### 3.3 Stakeholder Analysis

32. A stakeholder analysis was carried out with a view of identifying the internal and external stakeholders that RECSA collaborates or interacts with for the efficient and effective delivery of its mandate. RECSA will continue to work with all stakeholders through collaboration and partnership during the implementation of the strategic plan. Table 3 below provides a summary of the key stakeholders, their roles and expectations.

**Table 3: RECSA Stakeholder Analysis**

		Partner	Analysis	Partner	Analysis
		Promoters (keep satisfied)		Defenders (manage closely)	
Influence	High	<ul style="list-style-type: none"> <li>Parliamentarians</li> <li>Judiciary</li> <li>Relevant ministries and agencies responsible for SALW control</li> <li>AUC</li> <li>Media</li> <li>UN Agencies</li> <li>CSOs</li> <li>Regional Bureaus</li> <li>Regional Mechanisms</li> <li>LEAs</li> <li>AU affiliated agencies</li> </ul>	<p>The promoters have high influence and low interest and can affect program implementation and attainment of results.</p> <p>Specifically, the Secretariat will partner with the promoters in the legal harmonization of SALW legislation</p> <p>RECSA will partner with the media in sensitizing and awareness creation</p>	<ul style="list-style-type: none"> <li>RECSA Staff</li> <li>National institutions responsible for SALW</li> <li>Development partners</li> <li>CSOs</li> <li>Relevant ministries and agencies responsible for SALW control</li> </ul>	<p>The defenders have a very high influence and interest. Some are implementers of interventions e.g. RECSA staff, national institutions responsible for SALW management and control. For the donors, they are interested in regional stability and sustainable development</p> <p>Therefore, these partners will have to be closely managed</p>
	Low	<ul style="list-style-type: none"> <li>Fire arms manufacturers,</li> <li>Firearms dealers</li> <li>Firearms brokers</li> </ul>	<p>These have low interest as well as low influence in small arms interventions</p> <p>They will be monitored with minimum effort</p>	<ul style="list-style-type: none"> <li>Communities</li> <li>CSOs</li> <li>Neighboring regions</li> <li>UN agencies</li> <li>Private sector</li> <li>Development partners</li> <li>Governments</li> </ul>	<p>These are interested in reduced armed conflict and armed crime resulting into improved human security</p> <p>RECSA will strive to keep them abreast with the ongoing interventions</p>
		Low		High	
		Interest			



## 4 Performance Review under the Strategic Plan 2016-2020

### 4.1 Introduction

33. This chapter presents the implementation of the Strategic Plan 2016 - 2020. It outlines the progress made and synthesizes the lessons learnt and their implications for the Strategic Plan 2020 – 2026.

34. The RECSA Strategic Plan for the period 2016-2020 was adopted at the 8<sup>th</sup> Council of Minister’s Meeting held on 26<sup>th</sup> April 2016 in Arusha, Tanzania. The RECSA Strategic Plan for the period 2016-2020 consisted of four pillars; and was implemented through ten strategic options. Table 4 below present the Pillars and Strategic Options.

**Table 4: Pillars and Strategic Options of the RECSA Strategic Plan 2016 – 2020**

Pillar	Strategic Option(s)
Institutional Development and Strengthening	RECSA Secretariat Institutional Strengthening
	Development and Strengthening of national institutions responsible for SALW control and management
	Resource Mobilization
	Cooperation and Partnership building
Support Member States in Physical Security and Stockpile Management for safe environment towards sustainable development	Arms Control and Management
Adaptive Research, Public Education and Awareness	Adaptive Research
	Public Education and Awareness
	RECSA Communication and Visibility
Mainstreaming Monitoring & Evaluation and Special Interest Groups in all RECSA SALW Interventions	Mainstreaming Monitoring and Evaluation in SALW Interventions
	Mainstreaming of special interest groups in SALW interventions

### 4.2 Summary of Activities Executed under the 2016 – 2020 Strategic Plan

Pillar	Strategic Option(s)	Activities executed by RECSA Secretariat 2016-2020
Institutional Development and Strengthening	RECSA Secretariat Institutional Strengthening	<ul style="list-style-type: none"> <li>▪ Developed adopted new Staff Structure</li> <li>▪ Recruited three Directors and six Principle Officers</li> <li>▪ Development and adoption of Policy Documents 2016-2020 (Strategic Plan, M&amp; E Strategy, Resource Mobilization Strategy, Staff Manual, Procurement Manual).</li> <li>▪ Training of 12 RECSA staff in Specialized short skills development courses.</li> <li>▪ Produced a rapid assessment report on NAP implementation in EAC member States</li> </ul>
	Development and Strengthening of national	RECSA Secretariat developed the following guidelines: <ul style="list-style-type: none"> <li>▪ Guidelines on Establishing National Institutions</li> </ul>

	institutions responsible for SALW control and management	responsible for SALW management and Control; and actual establishment of National Institution for Small Arms Management and Control in CAR <ul style="list-style-type: none"> <li>▪ Model legislation on harmonization of SALW legislation.</li> </ul>
	Resource Mobilization	Fundraising meetings held with various Donors below who ended up supporting RECSA Secretariat: <ul style="list-style-type: none"> <li>▪ African Development Bank in Tunis</li> <li>▪ European Union Commission in Brussels</li> <li>▪ UN Office for Disarmament Affairs (UNODA) in New York</li> <li>▪ Bureau of Political / Military- Weapons Removal and Abatement in Washington</li> <li>▪ Bonn International Centre for Conversion (BICC) in Bonn</li> <li>▪ German Federal Foreign Office (GFFO) in Berlin</li> </ul>
	Cooperation and Partnership building	In order to foster partnerships in the fight against the proliferation of SALW, RECSA established close partnerships and collaborations with a number of entities aimed at enhancing RECSA's capacity and supporting implementation of SALW-related interventions in the region. Accordingly, a total of nine (9) MOUs were signed.
Support Member States in Physical Security and Stockpile Management for safe environment towards sustainable development	Arms Control and Management	<ul style="list-style-type: none"> <li>▪ Eleven member states of Burundi, Kenya, Rwanda, Tanzania, Uganda, Sudan, South Sudan, Somalia, Seychelles, Ethiopia and DRC are marking their stockpiles with varying degree of success. Special mention goes to Republic of Rwanda and Republic of Seychelles for having completed the marking exercise for both military and police owned firearms.</li> <li>▪ Training of Trainers in PSSM. -A total of 22 were trained and certified.</li> <li>▪ Training in PSSM at National Level- A total of 887 were trained in selected Member States.</li> <li>▪ Provision of Steel Arms Boxes to improve on safe storage of government stockpiles. - A total of 1592 were provided.</li> <li>▪ RECSA has supported destruction initiatives in the region. Specifically, a total of 18,667 firearms and 3 tones UXOs were destroyed in Kenya; 6,438 firearms and 175 tones UXOs in Uganda; 5,608 firearms in Tanzania and 185 tones UXOs in Rwanda.</li> <li>▪ Conducted ATT workshops in the following Member States : DRC, Kenya, Sudan, South-Sudan, Rwanda, Uganda and Tanzania</li> </ul>
Adaptive Research, Public Education and	Adaptive Research	<ul style="list-style-type: none"> <li>▪ RECSA Secretariat with funding from the African Development Bank undertook studies that have contributed to knowledge generation in the field of</li> </ul>

Awareness		small arms proliferation and its nexus to fragility, cattle rustling and poaching
	Public Education and Awareness	<ul style="list-style-type: none"> <li>▪ Since 2016 RECSA continuously produced and disseminated general SALW information to stakeholders through RECSA social media platforms namely: Twitter (@recsasec), Facebook (regional Centre on Small Arms – RECSA, YouTube (RECSA Secretariat).</li> </ul>
	RECSA Communication and Visibility	<ul style="list-style-type: none"> <li>▪ A number of documentaries were produced to increase RECSA’s visibility and demonstrate impact of RECSA interventions in member states. The documentaries are available on the official RECSA Secretariat YouTube Account and they include: <ul style="list-style-type: none"> <li>a) Short film on RECSA</li> <li>b) Keep the Safety On: A documentary on PSSM training in the RECSA region</li> <li>c) Countering Illicit Firearms in Africa: A documentary on the 7-year AU-EU-RECSA Project</li> </ul> </li> </ul>
Mainstreaming Monitoring & Evaluation and Special Interest Groups in all RECSA SALW Interventions	Mainstreaming Monitoring and Evaluation in SALW Interventions	<ul style="list-style-type: none"> <li>▪ In 2017 RECSA developed a Regional SALW Reporting Tool which is aimed at facilitating the assessment of implementation of SALW interventions in the Member States as well as monitoring the implementation of the Nairobi Protocol</li> </ul>
	Mainstreaming of special interest groups in SALW interventions	<ul style="list-style-type: none"> <li>▪ RECSA has a gender Policy and during the period under review it continued to lobby for inclusion of special interest groups in all SALW management and control interventions.</li> </ul>

35. A consolidated assessment of the implementation of the 2016 – 2020 Strategic Plan is found in Annex 1.

### 4.3 Lessons Learnt from the 2016-2020 Strategic Plan

36. Arising from this assessment, a number of lessons have been picked up, that have implications for the 2020-2024 Strategic Plan. These include the following:

No.	Lesson Learnt	Implication for the 2020-2026 Strategic plan
1.	Many activities were planned but limited number were implemented	Going forward, the 2020-2026 Strategic Plan will now focus on the RECSA Secretariat to enable it to realize its mandate
2.	Reliance of limited resource mobilization base hampered effective execution of the Strategic Plan	There is need to mobilize resources (financial and non-financial) outside of Member States and appeal to donors for more support.
3	Improved partners and stakeholder involvement is critical for the successful implementation of the plan	RECSA secretariat will need to enhance the level of involvement with member states, partners and other stakeholders.
4	Limited coordination of SALW interventions implementation at national and regional level	Need to focus on core mandate and strengthen coordination of Member States and partners
5	Measuring progress and sharing knowledge are key ingredients in effective plan delivery	Regular monitoring and evaluation of strategic plan implementation is paramount.
6	Inadequate integration of gender perspective might have had a negative impact in the effectiveness of SALW control measures	Need to enhance integration and involvement of gender perspective in future SALW interventions

## 5 Strategic Direction

### 5.1 Vision and Mission

37. **Vision:** RECSA envisions ‘to have a safe and secure sub-region in a peaceful continent free from arms proliferation’
38. **Mission:** RECSA Mission is ‘to coordinate action against SALW proliferation in the Great Lakes Region and the Horn of Africa and Bordering States.

### 5.2 Core Values

39. RECSA’s core values are:

- i. **Flexibility:** The RECSA Secretariat shall be responsive to the unique dynamics of our Member States, adapting to changes in its working environment and responsive to the international dynamics.
- ii. **Gender Sensitivity:** We shall respect diversity and ensure gender parity in staffing and gender-responsive programming.
- iii. **Integrity:** We shall uphold transparency, objectivity, accountability and trust in all our engagements.
- iv. **Teamwork:** We shall foster cooperation, dedication and ownership of the vision of RECSA amongst our staff.
- v. **Transparency:** The Secretariat shall establish mechanisms and measures to promote public trust and respect in RECSA.
- vi. **Professionalism:** We shall be committed to endeavor the highest standards of professional excellence and quality of outputs in line with our mandate and global best practices.
- vii. **Partnership:** The Secretariat shall foster strategic collaborations to enhance synergies of action at the national, continental and global arena towards achievement of sustainable peace, security and development.
- viii. **Technology orientation / Innovation:** We shall create a conducive environment to foster innovative approaches to achieving the aspirations of the Nairobi Protocol.

### 5.3 Strategic Priorities

40. The functions of RECSA Secretariat as articulated in Article 12, Sub- Article 2 of the Agreement on the Establishment of RECSA include:
- a) To coordinate the implementation of the Nairobi Declaration, the Coordinated Agenda for Action and its implementation Plan, the Nairobi Protocol in consultation with the Member States;
  - b) To consult with sub-regional, regional and international agencies including the Civil Society Organizations and other experts in the implementation of the Nairobi Declaration and Nairobi Protocol;
  - c) To prepare draft proposals and agreements on matters arising from the decisions and recommendations of the Council;
  - d) To prepare surveys, studies, information and guidelines on legal, political, economic, social, cultural and technical matters of common concern to, and essential for broadening and deepening cooperation among Member States;
  - e) To conduct and facilitate research, exchange and disseminate information between and among sub-regional, Regional Agencies, National Focal Points and Civil Society to support the implementation of the Nairobi Declaration and the Nairobi Protocol;

- f) To Identify, initiate, coordinate, monitor and harmonize initiatives for realization of the Centre;
- g) To organize and facilitate the meetings of the Council and those of the Technical Advisory Committee and other relevant meetings; and
- h) To coordinate and assist the National Focal Points in the implementation of the Nairobi Declaration and the Nairobi Protocol.

41. Functions a, b, f and h primarily refer to the role of the RECSA Secretariat in Coordinating efforts related to the management, control and prevention of SALW in the RECSA region; while functions d, and e, refer to the role of RECSA in generating and disseminating information (in form of Research, Studies, Surveys, etc.) related to Small Arms and Light Weapons Management.

42. The Key Priority Areas for the period 2020 - 2026, as well as corresponding Strategic Objectives and Strategies are provided in Table 5 below.

**Table 5: Key Priorities, Strategic Objectives and Strategies for 2020 – 2026**

No.	Key Priority Area	Strategic Objective(s)	Key Activities
1	<b>Coordinate SALW Management and Control Interventions in the RECSA region</b>	1.1: Support Member States to improve weapons and ammunition Management to reduce diversion	1.1.1: Develop and Issue harmonized guidelines on Weapons and ammunitions management (legislation, licensing, storage, marking, transportation, destruction, among others)
			1.1.2: Co-ordinate training relevant to weapons and ammunitions management
			1.1.3: Provide Technical Guidance to RECSA Member States in the planning, implementation, monitoring and reporting of SALW interventions
		1.2: Support RECSA Member States to strengthen National Mechanisms for Small Arms Management and Control	1.2.1: Map all SALW stakeholders in the RECSA Member States
		1.3: Establish and sustain coordination networks of SALW players in the RECSA sub region	1.3.1: Provide mechanisms for coordination
1.3.2: Provide technical assistance in mapping prospective partners			
1.4: Support RECSA Member States in Resource Mobilisation initiatives for SALW management and control	1.4.1: Strengthen linkages, collaboration and coordination between the RECSA Secretariat and the National Mechanisms		
2	<b>Conduct Adaptive Research, Public education and Awareness</b>	2.1: Build the research capacity of RECSA Secretariat so that it can become the premier source of information on SALW in the region	2.1.1: Generate and disseminate knowledge on SALW issues to inform policy and practice

		2.2: Enhance Public Education and awareness on SALW issues	2.2.1: Operationalize the communication strategy and to promote public education and awareness 2.2.2: Advocacy for the implementation of Nairobi Protocol
		2.3: Enhance participation and involvement of Member States in RECSAs programmes	2.3.1: Establish knowledge management mechanisms on SALW experiences and best practices
3	<b>Institutional Strengthening and Development of RECSA Secretariat and Member States</b>	3.1: To improve operational performance of RECSA	3.1.1: Streamline the institutional performance of the RECSA Secretariat
		3.2: To improve and sustain partnerships with all relevant stakeholders	3.2.1: Establish and strengthen partnerships and cooperation
		3.3: Construction of RECSA permanent Headquarters and establishment of RECSA Regional Training Centre	3.3.1: Land allocation, mapping and architectural plans 3.3.2: Construction phase I
4	<b>Mainstreaming Gender and Special Interests Groups in SALW programmes and initiatives</b>	4.1: Enhance Participation and Involvement of Women, Girls and other special interest groups in SALW interventions in the region	4.1.1: Support Member States to protect and promote participation of women, girls and other special interest groups in SALW interventions
			4.1.2: Strengthen institutional mechanisms to increase advancement of women in security institutions (including justice and non-state actors)

## **6 Implementing the Strategy**

### **6.1 Coordination with RECSA National Mechanisms**

43. Given that the strategy development process required a vigorous and productive engagement of all stakeholders, the same will be required over its six years of implementation. The RECSA Strategic Plan is meant to be a dynamic blueprint for action that is also responsive to the ever-changing demands placed on the Secretariat over time. RECSA national organs have a responsibility to ensure the RECSA Strategic Plan is implemented in this fashion.
44. Consequently, the successful implementation of the Strategic Plan shall be dependent on the full and effective involvement of all RECSA structures, which include the Council of Ministers, Technical Advisory Committee, RECSA Secretariat, and National Institutions responsible for small arms control and management. In order for the RECSA programmes to succeed, each of these organs will need to operate in a coordinated manner.

### **6.2 Key Success Factors**

45. The following key success factors will ensure effective implementation of the Strategic Plan:
- i. Member States should honor their financial obligations to the Secretariat;
  - ii. A culture of collaboration should be nurtured and strengthened, with the goal of prioritizing the outcomes in the Strategic Plan;
  - iii. Design and implementation of SMART targets within a robust Monitoring and Evaluation framework;
  - iv. The Secretariat must acquire critical capacities and competencies required to advance its mission and vision;
  - v. The level of harmonization and coordination with the National Mechanisms needs to be nurtured and strengthened.
  - vi. Sensitizing member states on the role of RECSA as enshrined in the agreement establishing RECSA and Nairobi Protocol
  - vii. RECSA Secretariat to offer technical expertise to Member States in various SALW intervention skill gaps

### **6.3 Organisational Structure**

46. Subsequent to the key priority areas identified in this Strategic Plan, the existing RECSA organizational structure will require adjustment for RECSA to remain relevant and fulfil its mandate. As such, the RECSA Secretariat shall undertake a structural review process to ensure that there is a new organizational structure that is not only rational and responsive to the needs and expectations of the stakeholders, but also ensures that RECSA operations and staffing levels are streamlined to the new strategic direction. Furthermore, there are key positions of Principal Officers level that require to be filled urgently such as M&E Expert, Research Expert and Communication and Public Relations Expert.

### **6.4 Communication Strategy**

- i. Since inception in 2005, the RECSA Secretariat and Member States have made significant progress in the implementation of the Nairobi Protocol which has contributed to reducing cases of diversion, trafficking, illegal possession and misuse of small arms and light weapons. There is need to enhance the documentation of the experiences, successes and challenges of the RECSA region in implementing SALW interventions. The diplomatic and



public visibility of the Secretariat and national institutions needs to be reinforced to match the magnitude of their work and footprints across the continent with regard to their technical expertise.

- ii. The RECSA Secretariat has developed a Regional Communication Toolkit that will facilitate development of the RECSA communication strategy. This will enhance the implementation of this Strategic Plan and coordinate communication activities with the Member States as well as strategic partners
- iii. Drawing from the Communication Toolkit, the Secretariat shall build the capacity of Member States to undertake their own communication strategy to address activities of public awareness campaigns, advocacy for SALW-responsive policies, resource mobilization and partnership building.
- iv. Ultimately, the operationalization of the Communication Toolkit and subsequent development of the RECSA communication strategy will ensure concerted public awareness of RECSA's mandate and activities, sustained dialogue, advocacy and awareness creation to promote a culture of peace and disarm the hearts and mind of our peoples.

## 6.5 Budgeting, Financing and Support

### 6.5.1 Programme Budget

47. The total income budget for the 20/21-25/26 Strategic Plan is **USD 21,243,985**. Table 6 below presents the projected Income and Table 7 present the expenditure budgetary estimates for each Key Priority Area of the Strategic Plan totaling to **USD 19,481,548**. Annexes are attached supporting the computations.

**Table 6: Strategic Plan 20/21-25/26 Projected Income Budget Estimates**

**Table 7: Strategic Plan 2020-2024 Expenditure Budget Estimates**

#### REGIONAL CENTRE ON SMALL ARMS (RECSA)

#### RECSA STRATEGIC PLAN 20/21-25/26 INCOME BUDGET SUMMARY

S/No	Funding Class	Donor / Country	Funding status						Total
			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	
			USD	USD	USD	USD	USD	USD	USD
1	Bilateral Funding	Donors and Partners	1,400,000	1,650,000	1,700,000	1,700,000	1,700,000	1,700,000	9,850,000
		Co-funding by Member States	43,138	43,138	43,138	43,138	50,000	50,000	272,552
			1,443,138	1,693,138	1,743,138	1,743,138	1,750,000	1,750,000	10,122,552
2	Member States Contributions and Arrears	Member States Contributions and Arrears	1,073,000	1,810,860	1,810,860	1,810,860	2,306,427	2,306,427	11,118,433
	SUB TOTAL		1,073,000	1,810,860	1,810,860	1,810,860	2,306,427	2,306,427	11,118,433
3	Other Income	Interest Income	\$500	\$500	\$500	\$500	\$500	\$500	\$3,000
			\$500	\$500	\$500	\$500	\$500	\$500	\$3,000
GRAND TOTAL			\$2,516,638	\$3,504,498	\$3,554,498	\$3,554,498	\$4,056,927	\$4,056,927	\$21,243,985

**REGIONAL CENTRE ON SMALL ARMS (RECSA)**  
**6 YEAR STRATEGIC PLAN - BUDGET SUMMARY: 2020/2021 TO 2025/2026**

Strategic Options/ Key Interventions	Key Activities	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	Total
		USD	USD	USD	USD	USD	USD	USD
<b>Strategic Pillar 1: Coordinate SALW Management and Control Interventions in the RECSA region</b>								
1.1: Support Member States to improve weapons and ammunition Management to reduce diversion	1.1.1: Develop and Issue harmonized guidelines on Weapons and ammunitions management (legislation, licensing, storage, marking, transportation, destruction, among others)	120,000	70,000	50,000	50,000	50,000	50,000	390,000
	1.1.2: Co-ordinate training relevant to weapons and ammunitions management	190,000	190,000	190,000	190,000	190,000	190,000	1,140,000
	1.1.3: Provide Technical Guidance to RECSA Member States in the planning, implementation, monitoring and reporting of SALW interventions	530,000	530,000	530,000	530,000	530,000	530,000	3,180,000
<b>Sub Total</b>		<b>840,000</b>	<b>790,000</b>	<b>770,000</b>	<b>770,000</b>	<b>770,000</b>	<b>770,000</b>	<b>4,710,000</b>
1.2: Support RECSA Member States to strengthen National Mechanisms for Small Arms Management and Control	1.2.1: Map all SALW stakeholders in the RECSA Member States	50,000	-	50,000	-	-	-	100,000
<b>Sub Total</b>		<b>50,000</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>
1.3: Establish and sustain coordination networks of SALW players in the RECSA sub region	1.3.1: Provide mechanisms for coordination	40,000	110,000	40,000	110,000	40,000	110,000	450,000
<b>Sub Total</b>		<b>40,000</b>	<b>110,000</b>	<b>40,000</b>	<b>110,000</b>	<b>40,000</b>	<b>110,000</b>	<b>450,000</b>

1.4: Support RECSA Member States in Resource Mobilisation initiatives for SALW management and control	1.4.1: Strengthen linkages, collaboration and coordination between the RECSA Secretariat and the National Mechanisms	70,000	-	70,000	-	70,000	-	210,000
<b>Sub Total</b>		<b>70,000</b>	<b>-</b>	<b>70,000</b>	<b>-</b>	<b>70,000</b>	<b>-</b>	<b>210,000</b>
<b>Total Strategic Pillar 1: Coordinate SALW Management and Control Interventions in the RECSA region</b>		<b>1,000,000</b>	<b>900,000</b>	<b>930,000</b>	<b>880,000</b>	<b>880,000</b>	<b>880,000</b>	<b>5,470,000</b>
<b>Strategic Pillar 2: Conduct Adaptive Research, Public education and Awareness</b>								
2.1: Build the research capacity of RECSA Secretariat so that it can become the premier source of information on SALW in the region	2.1.1: Generate and disseminate knowledge on SALW issues to inform policy and practice	60,000	60,000	60,000	60,000	60,000	60,000	360,000
<b>Sub Total</b>		<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>360,000</b>
2.2: Enhance Public Education and awareness on SALW issues	2.2.1: Operationalize the communication strategy and to promote public education and awareness	185,000	185,000	185,000	185,000	185,000	185,000	1,110,000
	2.2.2: Advocacy for the implementation of Nairobi Protocol	50,000	50,000	50,000	50,000	50,000	50,000	300,000
<b>Sub Total</b>		<b>235,000</b>	<b>235,000</b>	<b>235,000</b>	<b>235,000</b>	<b>235,000</b>	<b>235,000</b>	<b>1,410,000</b>
2.3: Enhance participation and involvement of Member States in RECSAs programmes	2.3.1: Establish knowledge management mechanisms on SALW experiences and best practices	60,000	60,000	60,000	60,000	60,000	60,000	360,000
<b>Sub Total</b>		<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>360,000</b>

<b>Total Strategic Pillar 2: Conduct Adaptive Research, Public education and Awareness</b>		<b>355,000</b>	<b>355,000</b>	<b>355,000</b>	<b>355,000</b>	<b>355,000</b>	<b>355,000</b>	<b>2,130,000</b>
<b>Strategic Pillar 3: Develop and strengthen the institutional capacity of RECSA</b>								
3.1: To improve operational performance of RECSA	3.1.1: Streamline the institutional performance of the RECSA Secretariat	130,600	170,600	160,600	170,600	200,600	170,600	<b>1,003,600</b>
<b>Sub Total</b>		<b>130,600</b>	<b>170,600</b>	<b>160,600</b>	<b>170,600</b>	<b>200,600</b>	<b>170,600</b>	<b>1,003,600</b>
3.2: To improve and sustain partnerships with all relevant stakeholders	3.2.1: Establish and strengthen partnerships	165,000	165,000	165,000	165,000	165,000	165,000	<b>990,000</b>
<b>Sub Total</b>		<b>165,000</b>	<b>165,000</b>	<b>165,000</b>	<b>165,000</b>	<b>165,000</b>	<b>165,000</b>	<b>990,000</b>
<b>Total Strategic Pillar 3: Develop and strengthen the institutional capacity of RECSA secretariat</b>		<b>295,600</b>	<b>335,600</b>	<b>325,600</b>	<b>335,600</b>	<b>365,600</b>	<b>335,600</b>	<b>1,993,600</b>
<b>Strategic Pillar 4: Strengthening Gender in SALW programmes and initiatives</b>								
4.1: Enhance Participation and Involvement of Women, Girls and other special interest groups in SALW interventions in the region	4.1.1: Support Member States to protect and promote participation of women, girls and other special interest groups in SALW interventions	110,000	110,000	110,000	110,000	110,000	110,000	<b>660,000</b>
	4.1.2: Strengthen institutional mechanisms to increase advancement of women in security institutions (including justice and non-state actors)	75,000	125,000	125,000	75,000	75,000	75,000	<b>550,000</b>
<b>Sub Total</b>		<b>185,000</b>	<b>235,000</b>	<b>235,000</b>	<b>185,000</b>	<b>185,000</b>	<b>185,000</b>	<b>1,210,000</b>
<b>Total Strategic Pillar 4: Strengthening Gender in SALW programmes and initiatives</b>		<b>185,000</b>	<b>235,000</b>	<b>235,000</b>	<b>185,000</b>	<b>185,000</b>	<b>185,000</b>	<b>1,210,000</b>
<b>Program Capital: RECSA Headquarters / RECSA Training Centre</b>								
4.1: Land allocation, mapping and architectural plan	4.1.1: Allocation and plans	-	-	200,000	-	-	-	<b>200,000</b>

<b>Sub Total</b>		-	-	<b>200,000</b>	-	-	-	<b>200,000</b>
4.2: Construction phase I	4.2.1: Phase I	-	250,000	250,000	250,000	250,000	250,000	<b>1,250,000</b>
<b>Sub Total</b>		-	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,250,000</b>
<b>Total Program Capital: RECSA Headquarters</b>		-	<b>250,000</b>	<b>450,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,450,000</b>
<b>5: Staff and Administrative Costs</b>								
5.1: Staff costs	5.1.1: Staff costs	849,624	849,624	925,224	925,224	925,224	925,224	<b>5,400,144</b>
<b>Sub Total</b>		<b>849,624</b>	<b>849,624</b>	<b>925,224</b>	<b>925,224</b>	<b>925,224</b>	<b>925,224</b>	<b>5,400,144</b>
5.2: Administrative and capital costs	5.2.1: Administrative costs	356,964	356,964	256,964	256,964	256,964	256,964	<b>1,741,784</b>
	5.2.2: Capital costs	86,020	-	-	-	-	-	<b>86,020</b>
<b>Sub Total</b>		<b>442,984</b>	<b>356,964</b>	<b>256,964</b>	<b>256,964</b>	<b>256,964</b>	<b>256,964</b>	<b>1,827,804</b>
<b>Total Staff and Administrative Costs</b>		<b>1,292,608</b>	<b>1,206,588</b>	<b>1,182,188</b>	<b>1,182,188</b>	<b>1,182,188</b>	<b>1,182,188</b>	<b>7,227,948</b>
<b>GRAND TOTAL</b>		<b>3,128,208</b>	<b>3,282,188</b>	<b>3,477,788</b>	<b>3,187,788</b>	<b>3,217,788</b>	<b>3,187,788</b>	<b>19,481,548</b>

## 6.5.2 Support and Financing Arrangements

48. Strategies are in place under the current Resource Mobilization Strategy which is to be analysed and developed in line with the Strategic Plan. The strategies focus on expanding the resource mobilization base, deepening relations with Member States, partnering with international and multilateral financial institutions and investing in relations with emerging donors. It also promotes advocacy and networking visibility platforms to engage more private sectors players in its efforts to mobilize more resources and inculcate ownership among the relevant stakeholders.

49. Specifically, the options for supporting and financing the RECSA Strategic Plan include:

- i. Annual and outstanding financial contributions from Member States
- ii. Strategic Partners and donor support and contributions

50. Implementation of the RECSA Strategic Plan will require sustainable and predictable sources of finance.

## 7 Resource mobilisation strategy

How Resource Mobilization Strategy will support the Strategic Plan 2020 - 2026

The realization of RECSA strategic pillars, by extension the implementation of the Strategic Plan in its entirety, requires robust resource mobilization strategic orientations. Since its inception in 2005, RECSA and Member States have implemented a number of projects with the support of different development partners including: Governments, bilateral, multilateral institutions and resources contributed by Member States.

Indeed, strategies are in place under the current Resource Mobilization Strategy which is to be analysed and developed in line with the Strategic Plan. The strategies focus on expanding the resource mobilization base, deepening relations with Member States, partnering with international and multilateral financial institutions and investing in relations with emerging donors. It also promotes advocacy and networking visibility platforms to engage more private sectors players in its efforts to mobilize more resources and inculcate ownership among the relevant stakeholders.

RECSA Secretariat resource mobilization strategic orientations during the implementation process will be spearheaded by the Executive Secretary assisted by the directors and guided by a resource mobilization expert. RECSA will regularly monitor and evaluate activities in the Resource Mobilization Strategy for efficiency, effectiveness, and lessons learning. Successful implementation of this strategy will enable RECSA to attain the results envisaged in its 2020-2026 Strategic Plan.

## **8 Monitoring, Evaluation and Reporting**

### **8.1 Introduction**

51. RECSA is cognizant of the fact that Monitoring, Evaluation and Reporting (M, E& R) is central towards the implementation of the Strategic Plan. It serves to assess if interventions are being implemented in the right direction, whether progress and success can be claimed, and how future efforts might be improved.

52. The Secretariat is therefore aware that the successful implementation of this Plan will depend largely on how the projects, activities, outputs and outcomes are effectively monitored and evaluated. Based on this, emphasis will be placed on lessons learnt from the lessons of the past, building on the progress registered now and strategically exploiting all opportunities available in the short, medium and long term, so as to ensure effective, efficient and sustained achievement of results.

### **8.2 The RECSA Monitoring, Evaluation and Learning Strategy**

53 The Secretariat has developed a Monitoring, Evaluation and Learning Strategy 2020 – 2024, that provides a framework for comprehensive data production, synthesis, storage, reporting and dissemination. The MEL Strategy is anchored on the organization's drive towards enhanced information sharing, promoting learning, reporting and accountability at various levels for effective planning and programming of interventions.

54 Results Measurement Framework (RMF) detailing the key objectives, expected results and corresponding performance indicator targets has been developed to guide results-based monitoring, evaluation and reporting of the performance of the Strategic Plan. The RMF encompasses the four key strategic pillars that will drive RECSA's approach and interventions in the next four years. It delineates the key performance indicators, baselines and targets as well as the data collection and reporting requirements for continuous and periodic assessment of the performance and results of the Strategic Plan.

55 During the strategic period 2020-2026, the MEL Strategy will focus on availing adequate, timely, quality and reliable information that will be used to track progress towards expected outputs and outcomes and at the same time ensure lessons are drawn from all SALW interventions. Thus, SALW related data and information will be gathered to guide evidence-based decision making on RECSA programming and implementation to achieve better results with all projects and interventions being responsible for monitoring and evaluation.

### **8.3 Monitoring and Evaluation Implementation**

56 Monitoring and Evaluation will be implemented at different levels. A number of stakeholders will be involved in executing M&E activities, where Member States and RECSA Secretariat will be the key implementers.

#### **RECSA Level:**

57 RECSA Secretariat will take lead in monitoring on a continuous basis the coordination of implementation of SALW interventions. In addition, it will commission baseline studies, reviews, needs assessments, a mid-term review (MTR) and an end of strategy evaluation at the end of the strategic plan implementation period.



### **Member States' Level:**

58 Member States will take a leading role in the implementation of interventions aimed at improving the control and management of SALW. RECSA Secretariat will undertake M&E capacity building and facilitate the integration of learning in all interventions to ensure that institutions responsible for SALW at Member States level are up to date with modern M&E aspects and skills.

### **Other Actors:**

59 For monitoring and evaluation to be effective, it is important that other actors are involved in the M&E processes. RECSA will take the necessary steps to include other actors such as: development partners, CSOs, private sector, academia and communities in monitoring and evaluating the Strategic Plan. These actors will specifically be critical in providing information and data for M&E, validating findings, supporting learning and communicating M&E results at both Member State and RECSA Secretariat levels.

60 Accordingly, in line with RECSA M&E Strategy all programmes and projects will undergo midterm assessments and annual performance reviews to ensure effective and efficient delivery and achievement of intended results.

61 At the corporate level, the Result Measurement Framework (RMF) will form the basis for development, execution and evaluation of corporate work plans and departmental plans. In addition, an independent evaluation will be conducted at the midterm and end-line of the Strategic Plan to assess its delivery and impact. The evaluation will include operational and institutional performance of RECSA viz-a-viz the expected results of the Strategic Plan to ascertain the organization's relevance, efficiency, effectiveness, impact and sustainability. The process will also include creating spaces for inclusive engagement and knowledge sharing among the partners and relevant development actors.

## **8.4 Evaluation of Annual Work Plans**

62 Based on the key priority areas, the strategic objectives and strategies outlined in this plan, individual departmental work plans with more details will be developed annually. The monitoring exercise will keep track of the implementation of the activities and utilization of budgets. This will be done on a continuous basis and reports will be provided periodically.

## **8.5 Mid-Term and End Term Evaluations**

63 To ensure that the outcomes/outputs of the plan are relevant at least during the implementation period and that the implementation is managed efficiently and effectively, two evaluations will be conducted.

- (i) A mid-term evaluation of the strategy will be conducted during the second quarter of the second year of plan implementation (Q2, 2021). Insights from the evaluation will be used to rationalize the plan outcomes/outputs; the smartness of the indicators and their associated targets; the monitoring framework and the

capacities of the officers/staff involved in the plan execution, monitoring and evaluation.

- (ii) The end term evaluation will be conducted in the last quarter of 2024. The timing of the evaluation is relevant as it will provide insights for the development of the fourth RECSA strategic plan that would be taking place at that time. The focus of the evaluation, due to its proximity to plan completion, will be more on the achievement level of the outcomes/outputs, the continued relevance of the outcomes/outputs, effectiveness and efficiency of the management of the implementation, and sustainability of the gains.

## **9 Conclusion**

- 64 The RECSA Secretariat has devoted considerable effort and resources in this strategic planning process. This effort has helped the Secretariat to recognize that the value of strategic planning is not in the final document itself, but the process that has been followed and the level of engagement by the RECSA team to understand and own the resulting strategies. Those who have been closely involved throughout the process, from the initial situational analysis and data gathering to the finalization process, and particularly the exhaustive discussions during the strategic planning meetings with RECSA staff and stakeholders, have a heavy duty to retain and disseminate this knowledge.
- 65 The process of strategic planning is itself challenging and it is recognized that there is scope for improvement in later revisions. The important thing is to celebrate the successes achieved in this attempt and to improve the process in the future. In particular, the revision of the Strategic Plan should be institutionalized as part of the budgeting process and any areas that may not have been adequately covered updated.
- 66 The successful implementation of the strategic plan 2020-2026 is pegged on a number of issues which include; gathering sufficient baseline information to provide a benchmark for the Strategic Plan, availability of resources, and strengthened collaboration, partnerships and networking.

## 10 Annexes

### 10.1 Annex 1: Assessment of Implementation of the RECSA Strategic Plan 2016 – 2020

**Table 8. Assessment of Implementation of the RECSA Strategic Plan 2016 – 2020**

Thematic Areas	Key Interventions 2016-2020	Status of Implementation	Remarks/ Comments
<b>Strategic Pillar No 1: Institutional Development and Strengthening</b>			
Institutional strengthening of RECSA Secretariat	Operationalization of institutional structure	Partially executed. <ul style="list-style-type: none"> <li>Recruitment at 33%</li> <li>Procurement of furniture at 33%</li> </ul> Procurement of computers at 33%	Effective implementation of key interventions under this thematic area was highly hampered by the challenge of limited financial resources
	Capacity building and training of RECSA staff, both recruited and existing	Partially executed <ul style="list-style-type: none"> <li>11 professional staff trained</li> <li>Training needs assessment draft report developed</li> <li>Orientation of new staff done</li> </ul> 1 Team building for all staff conducted	
	Operationalization of institutional policies	Partially executed <ul style="list-style-type: none"> <li>Strategic Plan 2016-2020 developed and implemented</li> <li>M&amp;E Strategy developed and partially implemented</li> <li>RM Strategy developed and partially implemented</li> </ul> RECSA Financial manual and regulations partially implemented	
Development and strengthening of national institutions responsible for	Establishment of national institutions responsible for SALW control where they do not	Partially implemented <ul style="list-style-type: none"> <li>RECSA Secretariat facilitated the establishment of 1 national institution</li> </ul>	Effective implementation of key interventions under this thematic area was highly hampered by the

Thematic Areas	Key Interventions 2016-2020	Status of Implementation	Remarks/ Comments
SALW control	exist and build their capacity	in CAR (7%) RECSA Secretariat facilitated an exchange visit for staff of the National Institution of CAR at the Burundi SALW Commission	challenge of limited financial resources
	Capacity building of national institutions responsible for SALW control where they exist	Partially implemented Capacity building of 2 national institutions (CAR & South Sudan) conducted	
	Support member states in the harmonization of their legislation with international and regional SALW instruments	Partially implemented Supported legal harmonization in Kenya, Tanzania and Uganda.	
	Development and operationalization of the Resource Mobilization Strategy	Partially implemented <ul style="list-style-type: none"> <li>Resource mobilization strategy 2016-2020 developed</li> <li>RM strategy partially implemented</li> </ul>	
	Develop partnerships with development partners, non-state actors and private sector players	Partially implemented <ul style="list-style-type: none"> <li>No PSP agreements</li> <li>CSO partnerships developed</li> <li>RECs/RMs/RBs partnerships developed</li> </ul>	
<b>Strategic Pillar No 2: Support Member States in Physical Security and Stockpile Management</b>			
Arms control and management	Marking arms	Partially executed. <ul style="list-style-type: none"> <li>RECSA Secretariat has been supporting firearms marking in a number of member states</li> <li>4 member states are not marking firearms (CAR,</li> </ul>	None

Thematic Areas	Key Interventions 2016-2020	Status of Implementation	Remarks/ Comments
		Djibouti, ROC, and Eritrea)	
	Destruction of obsolete firearms, UXOs and ammunition	Partially executed RECSA Secretariat has since supported destruction of obsolete firearms, UXOs and ammunition in Uganda, Kenya, Rwanda, Tanzania and DRC	None
	Electronic record keeping of firearms and ammunition	Partially executed RECSA Secretariat supported 9 member states with customized software (RSTS) for record keeping of firearms and ammunition	None
	Construction of armories and refurbishment of existing armories	Partially executed RECSA Secretariat supported the construction of 5 permanent armories and 4 containerized mobile armories	None
	Training of LEAs in charge of stockpile management	Partially executed RECSA supported the training of 811 officers in PSSM best practices from LEAs in selected member states	None
	Cross border management and joint operations	Partially executed <ul style="list-style-type: none"> <li>Supported the implementation of 2 regional joint operations (Usalama 3&amp;4)</li> </ul> Supported a joint regional cross border forum	None
	Civilian disarmament	Partially executed Conducted 3 national sensitization workshops on voluntary surrender in South Sudan, Uganda and Kenya	None
<b>Strategic Pillar No. 3: Adaptive Research, Public Education and Awareness</b>			
Adaptive research	Conduct research on thematic areas to influence policies	RECSA Secretariat supported the conduct of 4 thematic research studies	This strategic pillar should be the key priority pillar for

Thematic Areas	Key Interventions 2016-2020	Status of Implementation	Remarks/ Comments
		<ul style="list-style-type: none"> <li>• Cattle rustling study</li> <li>• Poaching study</li> <li>• Study on legislation</li> </ul>	RECSA going forward. <ul style="list-style-type: none"> <li>• Knowledge generation for evidence-based decision making</li> </ul>
	Conduct baseline surveys	Partially executed <ul style="list-style-type: none"> <li>• RECSA Secretariat supported implementation of a rapid assessment of NAP implementation in East Africa.</li> <li>• RECSA Secretariat supported 3 baseline assessments of civilian initiatives and practices in Kenya, Uganda and South Sudan.</li> </ul>	
Public education, Awareness and RECSA visibility	Develop and operationalize communication strategy	Partially executed RECSA Secretariat financed the development of the RECSA Communications Toolkit.	
	Develop SALW public awareness materials	RECSA Secretariat supported the development and dissemination of different SALW awareness materials and content across various platforms, including: <ol style="list-style-type: none"> <li>a) RECSA Annual report</li> <li>b) SALW documentaries</li> <li>c) RECSA social media,</li> <li>d) Print and broadcast media,</li> <li>e) RECSA website,</li> <li>f) RECSA leaflets</li> <li>g) Public awareness campaigns etc.</li> </ol>	

Thematic Areas	Key Interventions 2016-2020	Status of Implementation	Remarks/ Comments
<b>Strategic Pillar No. 4: Mainstreaming M&amp;E and Special Interest Groups in SALW Interventions</b>			
Mainstreaming M&E and special interest groups in SALW interventions	Develop M&E Strategy 2016-2020	Fully implemented RECSA Secretariat developed the M&E Strategy 2016-2020 and partially implemented it	This strategic pillar is critical but should be merged into existing pillars as it cuts across.
	Build M&E capacity at the secretariat and member state level	Partially executed M&E capacity at RECSA Secretariat strengthened	
	Mainstreaming of special interest groups in SALW interventions	<ul style="list-style-type: none"> <li>• Some interventions mainstreamed gender considerations e.g. PSSM</li> <li>• Special interest group strategy not developed trainings</li> </ul>	
<b>Capital Expenditure:</b>			
Institutional strengthening of RECSA Secretariat and member states	Establishment of a permanent HQ for RECSA Secretariat	Nothing done	None
	Establishment of a regional training centre for SALW management and control	Land for construction of regional training center allocated by Rwanda government	Need for follow-up and pressurize the Government of Rwanda on legal transfer of land to RECSA Secretariat