ECOWAS COMMISSION
COMMISSION DE LA CEDEAO
COMISSÃO DA CEDEAO

ECW/AFC/XXXVIII/1
Original: English
Date: 8 December 2025

THIRTY-EIGHTH (38TH) MEETING OF THE ADMINISTRATION AND FINANCE COMMITTEE

Abuja, Nigeria. 2nd – 8th December 2025

FINAL REPORT

ECOWAS Commission
December 2025

I. INTRODUCTION

1. The Thirty-Eighth (38th) meeting of the Administration and Finance Committee (AFC) was held in Abuja, Federal Republic of Nigeria, from 2nd to 8th December 2025.

2. The following Member States were represented:

- Republic of Benin
- Republic of Cabo Verde
- Republic of Cote d'Ivoire
- Republic of The Gambia
- Republic of Ghana
- Republic of Guinea
- Republic of Guinea Bissau
- Republic of Liberia
- Federal Republic of Nigeria
- Republic of Senegal
- Republic of Sierra Leone; and
- Togolese Republic.

3. The following ECOWAS Institutions and Specialised Agencies were also represented:

- ECOWAS Commission
- ECOWAS Parliament
- Community Court of Justice
- West African Health Organisation (WAHO)
- Inter-governmental Action Group against Money Laundering in West Africa (GIABA)
- ECOWAS Bank for Investment and Development (EBID)
- Office of the Auditor General

4. The detailed list of participants is attached as **Annex I** to this Report.

II. OPENING SESSION

5. The opening session was marked by three (3) speeches given by the Head of National Office of the Federal Republic of Nigeria, the Vice President for the ECOWAS Commission, and the Chairperson of the Administration and Finance Committee (AFC).

6. In his welcome address, Ambassador Ali Gombe Haruna, Head of the ECOWAS National Office at the Ministry of Foreign of Affairs of the Federal Republic of Nigeria welcomed all participants to the 38th Meeting of the Administration and Finance Committee (AFC).

7. The Head of the National Office noted that the 38th meeting of the Committee offers yet another important opportunity to reflect, evaluate, and strategize, since matters central to strengthening the socio-economic, administrative, and financial landscape of the Community will be examined.

8. He commended the Management and Staff of the Community Institutions who despite the numerous challenges confronting the region and institutions, have continued to demonstrate commendable resilience and professionalism in providing the necessary documentation and reports which form the backbone of community decision-making process.

9. He concluded his welcome address by enjoining delegates to engage constructively, in the ensuing deliberations and urged all to be guided by the principles of transparency, mutual respect, and a shared desire to strengthen the Community for the benefit of all Member States and wished all participants fruitful deliberations.

10. The Vice President of the Commission, H.E. Damtien L. Tchintchibidja, on behalf of the Management of the ECOWAS Commission and Heads of Institutions of the Community, extended a warm welcome to participants at the thirty-eighth (38th) Ordinary Meeting of the ECOWAS Administration and Finance Committee.

11. She expressed the appreciation of Management and Staff of ECOWAS Community Institutions Management to H. E. Julius Maada Bio, President of the Republic of Sierra Leone and Chairman of the ECOWAS Authority of Heads of State and Government, as well as to His Excellency Bola Ahmed Tinubu, President of the Federal Republic of Nigeria and to the People and Government of the Federal Republic of Nigeria for the excellent facilities and support that led to a successful meeting.

12. She noted that the session was held in a context marked by financial, security, and institutional challenges, and she reaffirmed the need for ECOWAS to adapt and shift its development paradigm. She therefore encouraged members to engage in in-depth reflection on the approaches to adopt to strengthen regional integration.

13. She further noted that the meeting provided an opportunity to review the tasks assigned by the Community's governing bodies and to examine the draft consolidated budget for 2026, which was prepared taking into account a 20% loss in Community Levy revenue due to the withdrawal of three Member States and irregular contribution payments. She called for strengthened advocacy with national governments.

14. On the occasion of ECOWAS' Golden Jubilee, she expressed the Commission's gratitude for the support of Member States and reported that the 50th Anniversary activities, which was launched in April 2025 for a period of one year, continued in accordance with the decisions of the Heads of State.

15. Finally, she congratulated the new Chairman of AFC, Mr. Komba Momoh, thanked the outgoing Chairman for his leadership, and commended the Committee members for their continued commitment. She concluded by expressing her gratitude for their availability for the end of year sessions.

16. Taking his turn, the Chair of AFC, Mr. Kombah Momoh, Deputy Development Secretary at Ministry of Planning and Economic Development of the Republic of Sierra Leone conveyed warm

greetings to all participants from H.E. Rtd Brig. Gen. Dr. Julius Maada Bio President of the Republic of Sierra Leone and current Chairman ECOWAS Authority of Heads of States and Government.

17. He welcomed all participants and expressed appreciation for the confidence and trust placed in him to serve as Chairman of the Committee. He recalled the AFC's vital role in ensuring that ECOWAS resources are managed prudently and that Community programmes are implemented with integrity and impact. This responsibility requires a shared commitment to fiscal discipline, institutional strengthening, and the highest standards of governance between the Committee and management and staff of the Community Institutions.

18. Whilst highlighting the agenda items to be considered by the meeting, he called for open, constructive, and forward-looking dialogue in considering proposals tabled to ensure improved efficiency of Community Institutions.

19. He concluded by enjoining the participants to approach the deliberations with a spirit of cooperation, objectivity and respect for established rules and procedures. He thereafter declared open the 38th Meeting of the AFC and wished all participants fruitful deliberations.

20. Copies of the detailed Speeches are attached as **Annex II** to this Report.

III. ELECTION OF BUREAU

21. The Meeting Bureau was elected as follows:

- Chair - Republic of Sierra Leone
- Rapporteurs - Republic of Cabo Verde
  - Republic of Senegal

IV. ADOPTION OF AGENDA AND WORK PROGRAMME

22. The following Agenda was adopted after amendments:

A. OPENING CEREMONY

i. Remarks by Head of National Office of the host Member State
ii. Remarks by Vice President of the Commission
iii. Opening Statement by the Chairperson of the Administration and Finance Committee
iv. Election of Bureau
v. Adoption of Draft Agenda and Work Programme

B. ITEMS FOR DISCUSSION

vi. Presentation and Consideration of Implementation Status of Tasks Assigned to Community Institutions by the 37th Meeting of the Administration and Finance Committee.
vii. Presentation and Consideration of the Financial Situation Report of the Community, as of 31st October 2025.

viii. Presentation and consideration of Memorandum on the Operational Costs of the ECOWAS Institutions, 1 January to 31 October 2025
ix. Presentation and Consideration of Report on the Status of Implementation of Supplementary Act A/SA.1/12/21 setting out the Conditions and Modalities for Community Levy Implementation and Management by Member States
x. Memorandum on the payment of Duty Allowance to Eligible Staff
xi. Memorandum on the payment of Responsibility Allowance to Eligible Staff
xii. Memorandum on the Status of Conversion of Contract Staff to Permanent Staff
xiii. Presentation and consideration of Memorandum requesting exceptional waiver to pay Resettlement Allowance to two Statutory Appointees and Professional Staff on pro rata basis
xiv. Presentation and consideration of Memorandum on the Organisation Chart of the ECOWAS Logistics Depot
xv. Presentation and Consideration of the 2026-2028 Medium Term Expenditure Framework (MTEF) and Consolidated Budget of ECOWAS Institutions

C. ITEMS FOR INFORMATION

xvi. Presentation of the Auditor General's 2025 Annual Report
xvii. Presentation and Consideration of Memorandum on Annual Performance Report of the Community Institutions, January-September 2025
xviii. Presentation of Memorandum presenting the ECOWAS Regional Economic Outlook 2024
xix. Memorandum presenting the 2026 Calendar of Meetings of ECOWAS Governing Bodies

D. ANY OTHER BUSINESS

xx. Consideration and discussion of items tabled.

E. ADOPTION OF REPORT

xxi. Adoption of Report of the Meeting

F. CLOSING CEREMONY

xxii. Vote of Thanks
xxiii. Closing Statement by Chair of AFC

V. OUTCOME OF DELIBERATIONS

A. ITEMS FOR DISCUSSION

Item 1: Presentation and Consideration of the Implementation Status of Tasks Assigned to Community Institutions by the 37th Meeting of the Administration and Finance Committee

23. The Commission presented a report on the status of implementation of the tasks assigned to ECOWAS Institutions by the Administration and Finance Committee at its 37th Meeting held in Abuja, Nigeria, from 15th – 17th June 2025.

24. After deliberations and clarifications provided, the AFC took note of the status of the tasks assigned and directed the Commission to ensure that future reports are comprehensively completed in order to better assess the level of implementation.

25. Furthermore, the AFC directed the Commission to develop a register of tasks assigned and recommendations for all Community Institutions, starting from January 2020, to enable effective follow-up and implementation.

Item 2: Presentation and Consideration of the Financial Situation Report of the Community as of 31st October 2025

26. The Commission presented the report on the financial situation of the Community as of 31st October 2025. The presentation recalled that the 93rd Ordinary Session of Council of Ministers, held in Abuja, on 12th and 13th December 2024, considered and approved a 2025 Community budget of **UA 423,889,851**, including a supplementary allocation for the 50th Anniversary celebrations.

27. The budget was balanced in income and expenditure, and mostly funded by proceeds from the Community Levy, which accounted for over 43% of total projected revenue and remained the principal source of the Community's financial resources.

28. Approved budget Expenditure was allocated to Institutions, representing 86% of the total budget, while Peace and Security interventions—driven by mission deployments in The Gambia and Guinea-Bissau representing almost 5%.

Table 1: 2025 Approved Budget – Income

CHAPTER	AMOUNT (UA)	%
Community Levy	184,129,418	43.44%
Year-End Bank Balances	66,161,142	15.61%
Arrears of Community Levy Proceeds	74,987,116	17.69%
Arrears of Contribution	0	0.0%
Other Income	550,000	0.13%
External Funding	98,062,175	23.13%
TOTAL	**423,889,851**	**100.0%**

Table 2: 2025 Approved Budget – Expenditure

CHAPTER	AMOUNT (UA)	%
Institutions	364,588,656	86.0%
Statutory Obligations	13,799,638	3.3%
Special Programmes & Interventions in MS	25,175,994	5.9%
Peace & Security	20,325,563	4.8%
TOTAL	**423,889,851**	**100.0%**

29. As of 31 October 2025, the Community's financial performance revealed substantial strain. Only UA 117,507,605 in Community Levy receipts had been realized accounting for 46% of the estimated annual levy revenue, which is mainly due to non-remittance or significantly reduced rate of remittance by several Member States. This shortfall continued to severely affect the liquidity of Institutions and impeded programme implementation across institutions. Although the Commission undertook numerous technical missions to Member States to reconcile and improve levy flows, the overall revenue position remained low.

30. Development Partners provided substantial support, with UA 68,799,386 representing about 70% of expected partner commitments, which primarily benefitted the Commission and WAHO. Still, this external support could not offset the severe gap in the Community's core funding stream.

31. Overall income realized by the Community by 31 October 2025 stood at **UA 213,007,634**, representing 50.3% of the annual target. Expenditure reached UA 206,625,615, or 48.75% of the approved budget, reflecting the effect of limited liquidity on implementation capacity.

Table 3: 2025 Community Income Implementation as at 31st October 2025

Chapters	2025 Approved Budget	Actual Income (UA)	Actual Income (%)
Community Levy	184,129,418	82,820,305	44.98%
Year-End Bank Balances	66,161,142	23,543,508	35.59%
Arrears of Community Levy	74,987,116	37,650,339	50.21%
Other Income	550,000	194,097	35.29%
Income from External Sources	98,062,175	68,799,386	70.16%
Total Income	**423,889,851**	**213,007,634**	**50.25%**

Table 4: 2025 Community Expenditure Implementation as at 31st October 2025

Chapters	2025 Approved Budget	Actual Expenditure (UA)	Actual Exp. Rate (%)
Institutions	364,588,656	194,097,985	53.24%
Statutory Obligations	13,799,638	3,388,849	24.56%
Special Programmes & Interventions	25,175,994	4,536,416	18.02%
Peace & Security	20,325,563	4,602,365	22.64%
Total Expenditure	**423,889,851**	**206,625,615**	**48.75%**

32. After exhaustive deliberations on the report, the AFC took note the report on the Community's financial situation and reiterated the call on Member States to fulfil their Community Levy obligations. Furthermore, the AFC called for a budget execution guideline and a framework for the allocation of inflows taking into consideration the costed workplans and seasonality of programmes and activities of Community Institutions.

Item 3: Presentation and consideration of Memorandum on the Operational Costs of the ECOWAS Institutions for 1 January to 31 October 2025

33. The Commission presented an overview of the operational expenditures of ECOWAS Institutions from 1 January to 31 October 2025, drawn from the Community's approved 2025 budget of UA 423,889,851, as endorsed by Council and the Administration and Finance Committee.

34. These operational costs represent the recurrent, day-to-day expenses required for ECOWAS Institutions to function effectively and implement their administrative, statutory, and programme-related duties. They include travel (air fares and per diem), meeting logistics, office maintenance, utilities, consultancy services, rent, security, supplies, and programme-support functions across the Commission, Parliament, Court of Justice, WAHO, GIABA, and the Office of the Auditor General.

35. Between 1 January and 31 October 2025, the Community recorded UA 72,369,900 in major operational expenditure items. Spending arose mainly from departmental activity programmes, Jubilee celebrations for ECOWAS' 50th anniversary, regular administrative operations, such as salaries and facility maintenance, and special project interventions. These interventions included disaster relief, support to the Regional Stabilisation Fund, maritime security centres, Peace Fund operations, agricultural support under the youth employment programme, and ongoing construction of the ECOWAS Headquarters.

36. The report also highlighted the top five expenditure items during the period: consultancy fees (UA 15.8m) representing 22% of total spend, Grants (UA 11.2m), representing 15% of total spend, Staff per diem (UA 9.2m) representing 13% of total spend, air fares for meeting participants (UA 6.4m), 9% of total spend, and staff air fares (UA 5.3m), representative 7% of total spend. These

represent the core cost drivers of Community operations. Conversely, the bottom five expenditure items— Low Value Assets (LVA) office equipment (UA 3,107) representing 0.004% of total spend, Office furniture (UA 3,195) representing 0.004% of total spend, Water (UA 9, 613) representing 0.01% of total spend, IT equipment (UA 18,998) representing 0.03% of total spend, and LVA office furniture (UA 19,690) representing 0.03% of total spend.

37. A consolidated analysis across all institutions shows that overall operational cost implementation stood at 51.41% of the approved budget.

38. The AFC took note of the report and directed all institutions, in light of the Community's financial situation, to take the necessary measures to reduce costs, including (i) using hybrid meeting formats where possible, (ii) reducing the size of delegations, and (iii) reducing the duration of missions. The AFC also directed institutions to take appropriate steps to streamline airfare costs for official missions and to present these measures to its next session.

Item 4: Presentation and Consideration of Report on the Status of Implementation of Supplementary Act A/SA.1/12/21 setting out the Conditions and Modalities for Community Levy Implementation and Management by Member States.

39. The report reviews the implementation of the ECOWAS Community Levy (CL) by Member States between 1st January and 31st October 2025, in line with Supplementary Act A/SA.1/12/21, which governs the mobilisation and management of this key revenue source. The Community Levy remains the principal financing instrument of the ECOWAS budget, supporting institutions, agencies and programmes across the region. To ensure compliance, the Commission undertook a series of monitoring activities, including technical evaluation missions to ten Member States—to examine the accuracy of assessments, the timeliness of transfers, the consistency of reporting, and adherence to the rules governing exemptions and exclusions. Although no high-level missions took place during the year, the Commission continued dialogue with non-compliant Member States.

40. The missions revealed persistent shortcomings. Many Member States have not fully complied with Articles 5 and 6 of the Act, granting exemptions that fall outside the approved framework. Most Member States also failed to provide complete and timely assessment and bank statements. By 31 October 2025, only a minority had submitted reports up to the required months, and several had provided no assessment information at all. These reporting gaps hamper reconciliation of accounts and delay the preparation of consolidated financial statements.

41. Lodgements of CL proceeds remain inconsistent across the region. Out of twelve reporting Member States, two (2) made no payments, three (3) lodged funds irregularly, one (1) made regular payments of low amounts and only six (6) complied with the required monthly deposit schedule. As a result, cash flow for the Community continues to be constrained. The cumulative arrears situation remains significant: five Member States—Nigeria, Cabo Verde, Benin, Guinea and Liberia—account for 91% of total outstanding amounts, with Nigeria alone owing UA 138.9 million. Since many Member States have not submitted full data for 2025, these arrears figures remain provisional.

42. In financial terms, assessments for January–October 2025 totalled UA 90,573,456, while actual lodgements reached UA 117,507,605. However, these figures must be interpreted cautiously because of incomplete reporting. Medium-term projections for 2026–2028, based on historical trends and macroeconomic forecasts, indicate modest growth in CL revenue, although current shortfalls suggest a risk to achieving these projections.

43. Regarding the 2025 Community Budget, overall disbursement as of October stood at 57%. Some institutions, such as the Parliament, Court of Justice and OAG, achieved high disbursement levels, while others—including WAHO, Peace and Security, and Special Programmes—lagged significantly, reflecting the broader liquidity constraints created by delayed or withheld levy payments. When compared with previous years, 2025 shows a significantly lower revenue realisation rate, driven by non-submission of statements, irregular transfers and withholding of proceeds by certain Member States.

44. The report identified key challenges, including persistent diversion of CL proceeds through national treasuries, ineligible deductions before transfer to ECOWAS accounts, repeated delays in transmitting assessment and bank statements, incomplete data, and the widespread granting of undue exemptions. To address these issues, the report recommends:

a. strict enforcement of the Supplementary Act,
b. timely monthly reporting,
c. full remittance of funds within 30 days, and
d. more frequent technical missions.

45. Following its deliberations, the AFC took note of the report and made the following recommendations:

a. Member States are urged to comply with the provisions of the Supplementary Act relating to exemptions and the 30-day period for the remittance of CL proceeds;
b. the Commission is tasked to utilize statutory meetings to hold high-level consultations (Ministers and Heads of State) to ensure compliance with the CL legislation;
c. Impose mandatory payment of outstanding CL areas and other areas of assessed contributions, beginning immediately with 25%, raising payment to 58% by the end of 2026, with full remittance of all arrears of CL and other outstanding contributions by 2027, in line with the decision of the ECOWAS Ministers of Finance and Defence held in August 2025.

Item 5: Memorandum on the payment of Duty Allowance to Eligible Staff

46. The Commission presented a memorandum on the payment of duty allowance to General Services staff members, emphasizing its importance in recognizing and compensating specific additional job-related responsibilities.

47. The Commission recalled the provisions of the ECOWAS Staff Regulation, particularly Article 27(8), which authorize the payment of Duty/Overtime Allowance to General Services staff *"who are regularly called upon to exercise additional responsibilities or who are subject to special constraints due to the nature of their employment.."*. Regulation C/REG.9/12/2001 reinstated Duty

Allowance payments for eligible locally recruited staff of Community Institutions. This regulation specified categories such as Drivers, Secretaries, and Protocol/Administrative Assistants, with allowance rates ranging from 10% to 15%.

48. The Commission also highlighted Regulation C/REG.9/12/20, which expanded the eligibility list to include additional roles, such as Security Guards, Audit Assistants, Clerks, and Library Assistants, with similar allowance rates.

49. The Commission noted that following the approval of the organogram of ECOWAS Institutions by the 80th Ordinary Session of the Council of Ministers in July 2018, updates to job titles were implemented. Furthermore, certain roles, such as Communication Assistants, face additional constraints, including weekend work and assignments on non-workdays. Therefore updating the eligibility list is essential to ensure fairness and equitable recognition of employees who face evolving job-related challenges. Thus, promoting fairness, employee satisfaction and fostering a positive and motivated workforce.

50. The ECOWAS Staff Regulations and Regulation C/REG.16/12/03 authorises the President of the Commission, in consultation with other Heads of Institutions of ECOWAS to propose to the Council of Ministers the amount and terms of granting this allowance.

51. In this regard, the Commission proposed a revised eligibility list with allowance rates ranging from 10% to 15% in line with the existing Regulations. The presentation recalled that no staff receives double allowance as the staff members who receive Duty Allowance are not entitled to Responsibility Allowance. This updated list, along with a comprehensive schedule of all allowances payable to staff members across ECOWAS Institutions, estimated at UA 2,512.16 per month and UA 30,145.92 per annum have been resubmitted based on the recommendations of the 36th and 37th Administration and Finance Committee meeting held in December 2024 and June 2025 respectively, for the approval and onward recommendation to the Council of Ministers.

52. The AFC to took note of the Memorandum and recommended to Council, the eligibility list for payment of Duty Allowance to include the following new roles:

a. Receptionists -----------------------------------10%
b. Programme Assistants -----------------------10%
c. Procurement Assistants ----------------------10%
d. Communication Assistants ------------------10%
e. HR Assistants ------------------------------------10%
f. Videographer/Cameraman/Photographer/Audiovisual Assistants ----------10%
g. Archiving/Documentation Assistants ----------10%

<u>Item 6: Memorandum on the payment of Responsibility Allowance to Eligible Staff</u>

53. The Commission presented a memorandum on the payment of Responsibility Allowance to staff members in the Salary Policy and Pension Administration Division, emphasizing its importance in recognizing the additional and special responsibilities associated with their roles.

54. Article 27(10a and 10b) of the ECOWAS Staff Regulations provides for the payment of Responsibility Allowance to staff whose jobs demand extra duties. Regulation C/REG.11.01/05 further authorizes this payment for accountants and imprest holders/cashiers, acknowledging the critical demands and complexities of their jobs. Responsibility Allowance also serves as an important tool for incentivizing financial integrity, regulatory compliance, under the terms of the Financial Regulations.

55. It is recalled that until 2014, the Payroll and Pension Unit, now the Salary Policy and Pension Administration Division, was part of the Finance Department. Following the adoption of a new structure for the ECOWAS Commission, the unit was reassigned to the Human Resources Department together with all the accountants in it.

56. Despite the additional responsibilities, including postings of payroll for all staff with the implementation of the ECOLink Human Capital Module (HCM) from 2017, posting of payroll, other staff cost and handling of financial control tasks previously performed by the Office of the Auditor General, the accountants in Salary Policy and Pension Administration Division of the Human Resources Directorate do not receive Responsibility Allowance, as is the case for other accountants across other departments, included by Regulation C/REG.13/08/11.

57. The Commission further recalled that at the 83rd Ordinary Session of the Council of Ministers held in December 2019, approval was given for the restoration of Responsibility Allowance for Contract Accounting Staff, including payment of arrears from the date of suspension. The Commission noted that extending this measure to include staff in the Salary Policy and Pension Administration Division in the Directorate of Human Resources by aligning the compensation and benefit of the accountants with their peers in Finance, will address inequities and ensure fairness across all departments.

58. In light of the foregoing, a memorandum was submitted to the 36th and 37th Administration and Finance Committee meetings held in December 2024 and June 2025 respectively, for consideration and recommendation to the Council of Ministers, seeking approval for the payment of Responsibility Allowance, including arrears, to accounting staff in the Salary Policy and Pension Administration Division. Following the Committee's deliberations and directive, the memorandum was resubmitted with a comprehensive list of all allowances payable to staff members across the Institutions, for approval of Responsibility Allowance to eligible staff in the Division, in line with what is granted to their counterparts in other departments.

59. The AFC to took note of the Memorandum and after deliberations, recommended to Council the payment of Responsibility Allowance to the Accounting Staff in the Directorate of Human Resources, including all arrears, for Contract Accounting Staff as approved by the 83rd Ordinary Session of the Council of Ministers.

<u>Item 7: Memorandum Status of Conversion of Contract Staff to Permanent Staff</u>

60. The Commission presented a report on the conversion of contract staff to permanent positions, following the directive of the Council of Ministers during its 83rd Ordinary Session in December 2019. Council instructed that contract staff recruited through competitive processes or

for donor-funded projects with absorption clauses, and who had satisfactory performance appraisals, be converted to permanent staff based on positions available on the organogram. In response, the Commission established an ad hoc committee in 2020 to evaluate contract staff eligibility and oversee the conversion process.

61. The ad hoc committee categorized contract staff into three groups: (i) those ineligible due to non-competitive recruitment, (ii) those eligible based on competitive recruitment, and (iii) those whose eligibility depended on absorption clauses in donor agreements. By May 2021, 240 staff had been successfully converted, while 37 cases were deferred for reasons such as the absence of an absorption clause or discrepancies with the organogram. Subsequently, the Council of Ministers, at its 86th Ordinary Session in June 2021, approved an exceptional conversion of contract staff meeting all criteria except the absorption clause, resulting in an additional 21 conversions.

62. By October 2024, a total of 289 staff had been converted to permanent positions across ECOWAS Institutions. However, some cases were rejected due to staff being categorized as consultants rather than contract staff, while others were deferred pending proper alignment with available positions. The ad hoc committee noted the importance of retaining experienced contract staff who provide institutional memory, especially given the critical challenges of low program implementation rates attributed to human resource shortages.

63. To conclude the conversion process, the Commission, based on the recommendation of the Committee, proposed final assessments for remaining eligible staff who fulfil the following established criteria: (i) being a contract staff under ECOWAS Staff Regulations, (ii) position aligned with the organogram, (iii) staff member must have been employed at ECOWAS before the Council's decision to convert contract staff and (iv) having a satisfactory performance appraisals over the past three years.

64. In line with the recommendations from the 36th and 37th Administration and Finance Committee meetings held in December 2024 and June 2025 respectively, a comprehensive list of 11 remaining contract staff eligible for conversion at the Commission were resubmitted. The list provides relevant details, including gender, department, grade, and years of service. The updated memorandum has been resubmitted to the AFC for its consideration and for the recommendation of the eligibility criteria proposed by the Ad Hoc Committee on the Conversion of Contract Staff to the Council of Ministers. Once this assessment is completed, it will mark the conclusion of the staff conversion process.

65. The AFC took note of the memorandum and recommended that Council approve the request to convert the remaining 11 contract staff, based on the criteria provided. The AFC also noted Management's clarification that this was the last batch of contract staff for conversion but pointed out that it has not ruled out the room for short-term engagement of contract staff, given the community institution's acute human resource challenge. In this regard, the AFC tasked Management of the Community institutions to ensure compliance with the regulations in force concerning contract staff.

Item 8: **Presentation and consideration of Memorandum requesting exceptional waiver to pay Resettlement Allowance to two Statutory Appointees and Professional Staff on pro rata basis**

66. The Commission presented a memorandum requesting exceptional waiver to pay resettlement allowance to two statutory appointees and professional staff on prorata basis, recalling the approval given by the 66th Ordinary Council in Dakar in May 2016, for the payment of an exceptional resettlement allowance to Statutory Appointees and Professional Staff for the period 2016 – 2018.

67. Additionally, the Commission recalled that during the 89th Council of Ministers meeting, a new set of Statutory Appointees were sworn in for a four-year non-renewable tenure following their successful interviews.

68. However, the Commissioner for Economic Affairs and Agriculture was recalled by the Government of Côte d'Ivoire on 30 September 2025 after serving for three (3) years two (2), months and fifteen (15) days. Her Executive Assistant, whose contract was directly linked to her tenure, also exited the Commission on the same date. Under Article 27(3) of the ECOWAS Staff Regulation, resettlement allowance is payable only to Statutory Appointees and Professional Staff who complete at least four consecutive years of service, provided they are not leaving due to resignation or dismissal for gross negligence. The premature termination of the Commissioner's appointment therefore places her and her Executive Assistant ineligible for this benefit.

69. A similar situation affects staff from Burkina Faso, Mali, and Niger, whose appointments were terminated following their countries' withdrawal from ECOWAS. Despite having been competitively recruited, several of these staff including the Commissioner for Infrastructure, Energy and Digitalisation and his Executive Assistant also served or are going to serve less than the required four-year minimum, rendering them ineligible for the resettlement allowance.

70. Given that these departures were caused by exceptional circumstances outside the control of the affected staff, the Commission considers it fair and equitable to authorize payment of the resettlement allowance on a prorated basis. The total financial implication for the affected staff across ECOWAS Institutions is estimated to UA 58,663.43.

71. The AFC took note of the Memorandum and recommended to the Council of Ministers to grant a waiver allowing prorated resettlement payments to the concerned staff members, including the Commissioner who replaced the recalled Commissioner for Economic Affairs and Agriculture and Executive Assistants to the Commissioners.

Item 9: **Presentation and consideration of Memorandum on the Organisation Chart of the ECOWAS Logistics Depot**

72. The ECOWAS Standby Force (ESF) serves as a critical mechanism for maintaining peace, stability, and security within the region by enabling rapid responses to emerging crises. To achieve this, the ESF relies on a well-structured logistics system that ensures timely and efficient support for its operations. In line with this objective, ECOWAS established a comprehensive logistics

framework in 2005, which included the creation of the ECOWAS Logistics Depot (ELD) in Lungi, Sierra Leone. This depot is central to coordinating logistics procedures and support for Troop and Police Contributing Countries (T/PCCs) and ECOWAS missions.

73. Following the completion of the ELD construction, ECOWAS developed key documents such as the ESF Logistics Concept, ELD Policies, Standing Operating Procedures (SOPs), and an organizational chart with staffing details. These were approved by the Mediation and Security Council in June 2025, which directed their submission to the Administration and Finance Committee (AFC). The ELD's roles are structured into two main areas: Logistics Services Management, responsible for maintaining the Strategic Deployment Stock, and Administration/General Services Management, tasked with ensuring the smooth execution of daily operations within the depot. The number of positions in the ELD chart is estimated to be 44. This is composed of both internationally and locally recruited positions. It is expected that the recruitment will be done in phases, taking into account the financial implications of such recruitment.

74. The organizational chart includes three categories of positions: twenty (22) permanent positions, which require readily available skills and will be filled through ECOWAS competitive recruitment, funded by the ECOWAS Community Levy; six (6) seconded positions, requiring specialized military or police expertise from member states, integrated into a rotation system similar to the ESF Taskforce Core Headquarters and also funded by the Community Levy; and sixteen (16) Member State-sponsored positions, assigned to the host nation where the necessary skills exist, incurring no cost to the ECOWAS Community. The deployment will occur in three phases. Overall, the annual personnel cost for the twenty-eight (28) ECOWAS-funded positions is UA 755,842, while the sixteen (16) Member State-sponsored positions amount to UA 350,547.

75. Following the presentation, the Meeting commended the Commission for the completion of the logistics depot which is key to efforts for enhancing peace and security of the region. The meeting, however, raised concerns about the Member State-sponsored positions and their implications for the host nation. The Commission clarified that the Member State-sponsored positions were not required for the depot to function daily but were required on a case-by-case basis and thus would not be recruited, unlike permanent or seconded staff.

76. After exhaustive deliberations, the AFC:

a. Endorsed the organisation chart presented by the Commission and recommended it for adoption of the Council of Ministers
b. Endorsed the annual personnel cost implications amounting to UA 755,842 for the 28 ECOWAS-funded positions at the ELD, and UA 350,547 for the sixteen (16) Member State-sponsored positions for recruitment of 44 staff in phases in the next 3 years.
c. Directed the Commission to initiate the process of the recruitment and deployment of Staff at the ELD over the next three years.

Item 10: Presentation and Consideration of the 2026-2028 Medium Term Expenditure Framework (MTEF) and Budget of ECOWAS Institutions

77. The Commission presented the draft 2026-2028 consolidated budget of all the ECOWAS Institutions.

78. The Draft 2026 Consolidated Community Budget is balanced in income and expenditure in the amount of UA 417,657,280, representing a 1.47% decrease from the 2025 approved budget. Income is comprised of:

a. Community Levy: UA 195,850,000, representing an increase of 6.37% from 2025.
b. Year-End Bank Balances: UA 64,771,758 - decrease of 2.10% from 2025.
c. Arrears of Community Levy Proceeds: UA 60,494,202 - decrease of 19.33% from 2025.
d. Other Income: UA 538,450, representing a decrease of 2.10% from 2025.
e. External Funding: UA 96,002,869 - decrease of 2.10% from 2025.

79. With regards to the proposed expenditure forecast for the Community in 2026 totalling UA 417,657,280, the following amounts are proposed for the various components:

a. Institutions: UA 352,653,024 - 3.3% decrease from 2025.
b. Statutory Obligations: UA 14,001,231, representing 1.5% increase from 2025.
c. Special Programmes & Intervention in Member States: UA 31,303,025 - 24.3% increase from 2025.
d. Peace & Security: UA 19,700,000 -3.1% decrease from 2025.

Table 5: 2026-2028 Draft Consolidated Community Budget

Chapters	2025 Approved Budget (UA)	2026 Proposed Budget (UA)	Variance (UA)		2027 Estimate	2028 Estimate
INCOME	**UA**	**UA**	**UA**	**%**	**UA**	**UA**
Community Levy	184,129,418	195,850,000	11,720,582	6.37%	199,910,000	172,581,790
Year-End Bank Balances	66,161,142	64,771,758	-1,389,384	-2.10%	54,517,049	55,164,767
Arrears of Levy Proceeds	74,987,116	60,494,202	-14,492,914	-19.33%	31,509,981	44,946,410
Arrears of Contribution	0	0	0	0.00%	0	0
Other Income	550,000	538,450	-11,550	-2.10%	527,681	533,793
External Funding	98,062,175	96,002,869	-2,059,306	-2.10%	85,099,220	86,083,566
Total – Income	**423,889,851**	**417,657,280**	**-6,232,571**	**-1.47%**	**371,563,931**	**359,310,326**

EXPENDITURE						
Institutions	364,588,656	352,653,024	-11,935,632	-3.3%	311,304,957	311,990,265
Statutory Obligations	13,799,638	14,001,231	201,594	1.5%	12,770,999	12,076,410
Special Programmes & Intervention in Member States	25,175,994	31,303,025	6,127,030	24.3%	27,787,975	15,543,650
Peace & Security	20,325,563	19,700,000	-625,563	-3.1%	19,700,000	19,700,000
Total - Expenditure	**423,889,851**	**417,657,280**	**-6,232,571**	**-1.5%**	**371,563,932**	**359,310,325**

80. The AFC noted with concern the 6.37% increase in the forecast for the Community Levy for 2026 despite a 20% loss arising from the departure of the three AES countries. In view of this, the AFC recommended that future revenue forecasts should have clearly defined assumptions and based on a 3-year average collection rate.

i. Consideration of the draft 2026 budget of the Community Court of Justice

81. The Community Court of Justice presented a draft 2026 budget balanced in income and expenditure in the amount of UA 17,281,729, representing an increase of UA 3,455,854 or 25% from its 2025 approved budget.

82. After deliberations, the AFC made deductions of UA 303,233 to the draft budget of the Community Court of Justice and recommended to the Council of Ministers for approval, the draft 2025 budget of the UA 16,978,496, representing an increase of UA 3,152,621 or 22.8% from its 2025 approved budget.

Table 6: Sources of Funding for draft 2026 budget of the Community Court of Justice

DESCRIPTION	AMOUNT (UA)	% OF BUDGET
Community Levy	UA 16,978,496	100
TOTAL	**UA 16,978,496**	

ii. Consideration of the draft 2026 budget of the ECOWAS Parliament

83. The ECOWAS Parliament presented a draft 2025 budget balanced in income and expenditure in the amount of UA 19,117,648, representing an increase of UA 420,751 or 2.3% from its 2025 approved budget.

84. After deliberations, the AFC recommended to the Council of Ministers for approval, the draft 2025 budget of the ECOWAS Parliament, balanced in income and expenditure in the amount of UA 19,117,648, representing an increase of UA 420,751 or 2.3% from its 2025 approved budget.

Table 7: Sources of Funding for draft 2026 budget of the ECOWAS Parliament

DESCRIPTION	AMOUNT (UA)	% OF BUDGET
Community Levy	UA 19,117,648	100
TOTAL	**UA 19,117,648**	

iii. Consideration of the draft 2026 budget of GIABA

85. GIABA presented a draft 2026 budget balanced in income and expenditure in the amount of UA 9,411,459.

86. After deliberations, the AFC recommended to the Council of Ministers for approval, the draft 2026 budget of GIABA. Compared to 2925, there was a reduction of UA 646,328 or 6.4%.

Table 8: Sources of Funding for draft 2026 budget of GIABA

DESCRIPTION	AMOUNT	% OF BUDGET
Community Levy	8,264,515	88
External Funding	1,146,944	12
TOTAL	**9,411,459**	

iv. Consideration of the draft 2026 budget of WAHO

87. WAHO initially had a draft 2026 budget of UA 85,014,174 presented and adopted by the Strategic Planning and Budget Advisory Committee (SPBAC). However, the institution presented a budget of UA 79,080,975 to the AFC, resulting in a decrease of UA 5,933,199.

88. Following the reconciliation, WAHO's budget was adjusted to UA 79,080,975, representing a UA 7,484,198 or 10.5% increase from the 2025 approved budget.

89. After deliberations, the AFC recommended to the Council of Ministers for approval, the draft 2026 budget of WAHO, balanced in income and expenditure in the amount of UA 79,080,975. The approved budget shall be funded as follows:

Table 9: Sources of Funding for draft 2026 budget of WAHO

DESCRIPTION	AMOUNT	% OF BUDGET
Community Levy	43,532,013	55
Other Income	66,963	0.08
External Funding	35,481,999	45%
TOTAL	**79,080,975**	**100%**

v. Consideration of the draft 2026 budget of the Office of the Auditor General

90. The Office of the Auditor General presented a draft 2026 budget balanced in income and expenditure in the amount of UA 7,246,215, representing the same amount as the 2025 approved budget.

91. After deliberations, the AFC recommended to the Council of Ministers for approval, the draft 2026 budget of the Office of the Auditor General, balanced in income and expenditure in the amount of UA 7,246,215. The approved budget shall be funded solely from the CL.

Table 10: Sources of Funding for draft 2026 budget of the Office of the Auditor General

DESCRIPTION	AMOUNT (UA)	% OF BUDGET
Community Levy	UA 7,246,215	100
TOTAL	**UA 7,246,215**	

vi. Consideration of the draft 2026 Budget of the ECOWAS Commission

92. The Commission presented a draft 2026 budget, including its Agencies, Units and Offices, balanced in income and expenditure in the amount of UA 214,581,800, representing a decrease of 11.7 % (UA 28,403,304) from its 2025 approved budget.

93. During deliberations, the AFC made the following observations and recommendations to the Commission:

a. Assess the capacity of the new ECOWAS Headquarters building and take appropriate proactive measures to ensure that all Institutions are adequately provided for
b. Circulate signed Community texts to the National Units to facilitate gazetting in Member States.
c. Submit the memorandum related to new special programmes of the Department of Economic Affairs and Agriculture to the next ordinary meeting of the AFC, subject to an improvement of the financial situation.

94. On the budget for the Office of Chief Negotiator, the AFC underscored the need to accelerate the appointment of the Chief Negotiator to commence engagement with the AES countries.

95. As a result of the deliberations, the AFC made deductions and adjustments to the draft budget as follows:

Table 11: Budget Amendments

Directorate/Agency	Proposed (UA)	Amendments (UA)	Revised (UA)	Justification
DEDUCTIONS				
Chief Negotiator	1,373,533	-274,707	1,098,826	Financial constraints
Community Court of Justice (CCJ)*	17,281,729	-303,233	16,978,496	Financial constraints
ADDITIONS				
EYSC	1,892,420	+310,523	2,202,943	Youth Volunteer Programme
Education	2,308,346	+256,246	2,564,592	Young Internship Programme
EGDC	3,339,853	+11,171	3,351,024	Scholarship Programme

** Deduction from CCJ (see para. 82)*

96. After deliberations, the Administration and Finance Committee recommended to the Council of Ministers for approval, **the draft 2026 budget of the ECOWAS Commission, balanced in income and expenditure in the amount of UA 214,885,034.**

Table 12: Draft 2026 budget of the ECOWAS Commission

DESCRIPTION	COMMISSION PROPOSAL	AFC RECOMMENDATION	VARIANCE	
	UA	UA	AMOUNT	%
Chapter I – Governing Bodies	4,116,803	4,116,803	0	0
Chapter II – Administrative Expenses	46,892,790	46,892,790	0	0
Chapter III – Programmes	163,167,395	163,470,628	303,233	0.19
Chapter IV – Contingency	404,813	404,813	0	0
TOTAL	**214,581,801**	**214,885,034**	**303,233**	**0.14**

97. The approved budget shall be funded as follows:

Table 13: Sources of Funding for draft 2026 budget of the ECOWAS Commission

DESCRIPTION	AMOUNT	% OF BUDGET
Community Levy	93,646,524	44
Year-End Bank Balances	6,729,149	3
Arrears of Community Levy	52,083,966	24
Other Income	400,000	0
External Funding	62,025,395	29
TOTAL	**214,885,034**	**100**

vii. Consideration of the draft 2026 Consolidated Budget of the Community

98. The Community presented a draft 2026 budget, including its Institutions, Statutory Obligations, Special Projects, and Peace & Security activities, balanced in income and expenditure in the amount of **UA 417,657,280** representing a decrease of 2.9% (UA 12,165,769) from its 2025 approved budget.

Table 14: Draft 2026 budget of the ECOWAS Community

DESCRIPTION	COMMUNITY PROPOSAL	AFC RECOMMENDATION	VARIANCE	
	UA	UA	AMOUNT	%
Chapter I – Institutions	352,653,024	346,719,826	-5,933,198	-1.7
Chapter II – Statutory Obligations	14,001,231	14,001,231	0	0
Chapter III – Special Projects	31,303,025	31,303,025	0	0
Chapter IV – Peace and Security	19,700,000	19,700,000	0	0
TOTAL	**417,657,280**	**411,724,082**	**5,933,198**	**1.4**

99. After deliberations, the Administration and Finance Committee recommended to the Council of Ministers for approval, **the Draft 2026 budget of the ECOWAS Community, balanced in income and expenditure in the amount of UA 411,724,082.** The approved budget shall be funded as follows:

Table 15: Sources of Funding for draft 2026 budget of the ECOWAS Community

DESCRIPTION	AMOUNT (UA)	% OF BUDGET
Community Levy	195,850,000	48
Year-End Bank Balances	64,771,758	15.7
Arrears of Community Levy	54,561,004	13
Other Income	538,450	0.3
External Funding	96,002,869	23
TOTAL	**411,724,082**	**100**

100. After deliberations on the budgets of Community Institutions, the AFC made the following recommendations:

a. All Community Institutions must adhere to the procedures established in existing Protocols on budgeting, including the ECOWAS Financial Regulations.
b. All Community Institutions, including the Office of the Auditor General, financed from the Community Levy, must present their budgets to the President of the Commission for consideration by the Budget Arbitration Committee and onwards submission to the Administration and Finance Committee.

101. The AFC recalled the obligation for all Commissioners, Heads of Institutions and Directors to be present throughout its budget sessions.

102. Furthermore, as part of measures to improve on the efficiency of operations, the AFC made the following recommendations:

a. Review the existing Organogram taking into consideration current priorities, financial situation and needs of the Community.
b. Prioritise recruitment in line with mandates of Departments and Institutions as well as strategic priorities.
c. The Commission to develop a roadmap for the future occupancy of the current Asokoro Headquarters building, by other ECOWAS Institutions and/or Agencies.

103. Finally, the AFC recommended the draft budgets of Community Institutions, for the approval of the Council of Ministers .

B. ITEMS FOR INFORMATION

Item 11: Presentation of the Auditor General's 2025 Interim Report

104. In accordance with Council Regulation CREG/17/07/18, the Auditor General presented the 2025 Annual Audit Report for information of the 38th AFC.

105. The AFC took note of the Auditor General's report to be presented to the 95th Ordinary Session of the Council of Ministers.

106. The AFC commended the Auditor General for engaging an external auditor to conduct an audit of the institution. The AFC also made the following observations:

a. Encouraged the Audit reports to reflect responses and clarifications provide by Auditees.
b. Need to consider the recommendations from the External Auditors.

Item 12: Presentation and Consideration of Memorandum on Annual Performance Report of the Community Institutions, January-September 2025

107. The Commission presented a Memorandum of the Annual Performance Report of Community Institutions for the period January – September 2025, highlighting the results achieved, utilisation of Community financial resources, and challenges encountered during the implementation of the programmes and projects.

108. The report indicated the overall physical implementation rate of Community Institutions at 68%, while the financial implementation rate of the amount received by the Community Institutions combined is 48.9%.

109. In terms of human resources, the report highlighted that despite recruitment, positions filled decreased from 62% in 2024 to 57.2% in 2025. This decrease is due to numerous retirements (22 persons) and the departure of grade D and P5 staff (49 persons), who are nationals of Burkina Faso, Mali and Niger.

110. Some of the notable outputs delivered in 2025 per 4X4 Strategic Objectives and Enablers of the ECOWAS Management included advancement in peace, security, and governance; promotion of the free movement of goods and persons; interventions towards addressing food security; infrastructure development and internal reforms.

111. After deliberations, the AFC took note of the report and directed the Commission to present the Annual Performance Report prior to the presentation of the MTEF and Budget of ECOWAS Institutions.

Item 13: Presentation of Memorandum presenting the ECOWAS Regional Economic Outlook 2024

112. The memorandum presented by the Commission highlighted the crucial role of transport and communication infrastructure in regional economic integration. The report provides an in-depth analysis of key economic indicators, trends and projections, while highlighting the challenges and opportunities faced by ECOWAS Member States. Aligned with ECOWAS' Vision

2050, the report emphasizes the importance of infrastructure in fostering sustainable economic development and prosperity for all.

113. Chapter I presents the global and regional economic outlook for 2024 and 2025, with global growth forecasts of 2.6 percent in 2024 and 2.7 percent in 2025. Advanced economies are expected to grow by 1.5% in 2024, while emerging markets and developing economies (EMDEs) are expected to grow by 4.0%. In sub-Saharan Africa, growth is projected at 3.5 percent in 2024, supported by higher commodity prices and an economic recovery in some countries.

114. Chapter II examines the economic performance of the ECOWAS region from 2020 to 2023, noting that the region remains the second most dynamic in Africa, with Nigeria accounting for 62.7% of regional GDP. GDP growth fluctuated, peaking at 4.4% in 2021, before slowing to 3.6% in 2023, due to higher food and energy prices. Inflation has risen from 9.6% in 2020 to 20.8% in 2023.

115. As regards communication infrastructure, investments rose by over 125% between 2018 and 2024, although internet access remains limited, with fixed broadband penetration below 10%. Transport infrastructure, including road projects, is key to improving regional trade, with intra-regional trade expected to increase from 10% to 15% by 2025.

116. The report concludes that transport and communication infrastructure are strategic levers to achieve ECOWAS' vision of an integrated, prosperous community that respects fundamental freedoms. However, challenges remain, including financing infrastructure projects and developing human skills in these sectors.

117. The AFC took note of the Report and tasked the Commission to publish yearly reports timely and contact Member States for information where necessary. Furthermore, AFC directed the Commission to present the Regional Economic Outlook prior to the presentation of the MTEF and Budget of ECOWAS Institutions, for their future meetings.

Item 14: Memorandum presenting the 2026 Calendar of Meetings of ECOWAS Governing Bodies

118. The submission of the memorandum corresponds to the recommendation in paragraph 55 of the Final Report of 35th Meeting of the Administration and Finance Committee (AFC) as adopted by the 92nd Ordinary Session of Council (paragraph 49), the dates for the 2026 Statutory Meetings are hereby presented.

119. Council under the recommendation of the AFC directed "that the Calendar of Meetings should be reviewed each year during the last ordinary meeting of the AFC". In compliance with the recommendation of the 94th Council (Paragraph 64), the dates of the 2026 Statutory meetings, are hereby recalled:

Table 16: Proposed dates of the 2026 Statutory meetings

Meeting	Proposed dates for Mid-Year Session	Proposed dates for End of Year Session
Meeting of the Administration and Finance Committee	Monday 22nd June - Wednesday 24th June 2026	Tuesday 1st - Monday 7th December 2026
Ordinary Meeting of the Mediation and Security Council	Thursday 25th June 2026	Tuesday 8th December 2026
Ordinary Session of the ECOWAS Council of Ministers	Friday 26th – Saturday 27th June 2026	Wednesday 9th - Friday 11th December 2026
Ordinary Session of the Authority of Heads of State and Government	Sunday 28th June 2026	Sunday, 13th December 2026

120. The mid-year meetings are the programme sessions, where programme implementation reports are tabled, while the end of year meetings, are the budget sessions, when all and any activities with financial implications are presented.

121. Thus, mindful of the relevant texts being the Rules of Procedure of the Authority (Rule 15 (1)), of Council (Rule 15 (1)), and Final Report of the 24th Ordinary Meeting of the AFC (paragraph 76 (ix)), whose recommendations were adopted by the 81st Ordinary Session of Council (paragraph 51), presented below is a detailed submission of the dates and venue for the 2026 meetings of the Governing Bodies:

122. The AFC noted the proposed dates of future meetings and recommended the following, subject to taking into account the number of items on the agenda of its sessions, as well as the day reserved for the arrival of Heads of State and Government.

Table 17: 2026 Mid-year session

s/n	Meeting Title	Venue	Dates
1.	39th Meeting of the Administration and Finance Committee	Member State occupying the position of Chairman	22nd to 24th June 2026
2.	56th Meeting of the Mediation and Security Council at the Ministerial Level	Member State occupying the position of Chairman	25th June 2026
3.	96th Ordinary Session of the ECOWAS Council of Ministers	Member State occupying the position of Chairman	26th & 27th June 2026
4.	69th Ordinary Session of the Authority of Heads of State and Government	Member State occupying the position of Chairman	28th June 2026

Table 18: 2026 End-of-year session

s/n	Meeting Title	Venue	Dates
1.	40th Meeting of the Administration and Finance Committee	Abuja, Seat of the Headquarters of the Commission	1st to 7th December 2026
2.	57th Meeting of the Mediation and Security Council at the Ministerial Level	Abuja, Seat of the Headquarters of the Commission	8th December 2026
3.	97th Ordinary Session of the ECOWAS Council of Ministers	Abuja, Seat of the Headquarters of the Commission	9th to 11th December 2026
4.	70th Ordinary Session of the Authority of Heads of State and Government	Abuja, Seat of the Headquarters of the Commission	13th December 2026

Item 15: Any Other Business (AOB)

123. The AFC considered the following issues under AOB.

A. Request for clarification on reporting lines at the ECOWAS Community Court of Justice (ECCJ)

124. The AFC received an update on the issue relating to the reporting lines at the ECCJ in line with the 2018 approved organogram and decided to refer the issue to Council for further guidance.

B. Petition on an interview process

125. The AFC was informed by the Nigerian delegation of a petition submitted by one of its citizens and a staff member of the Commission alleging unfair treatment and breach of established procedures regarding an interview exercise for the engagement of Director, Early Warning Mechanism. The Nigerian Delegation therefore requested the Management of the Commission to consider the merit of the petition before any further action on the interview process to ensure equity, fairness and transparency.

126. In response, the Commission reaffirmed, unequivocally, that all candidates were treated fairly and equally, and that the recruitment processes, including the interview exercise, fully complied with the ECOWAS Staff Regulation, as well as the established procedures and methodology.

127. Thus, the Commission has not identified irregularities at the current stage of the ongoing process that could justify its suspension. Furthermore, the Commission emphasized the confidentiality of this process, for which no results have yet been communicated. The Commission expressed its surprise and deep concern about the fact that a candidate obtained interview results while the recruitment process was still ongoing. Finally, the Commission considers that the complaint should be addressed within the framework of Chapter 14 (Resolution of disputes) of the Staff Regulation, which provides a complete procedure for dealing with this type of matter.

128. The AFC took note of this information.

C. Future Items for Any Other Business (AOB)

129. The AFC decided henceforth that all items submitted for consideration under AOB should be accompanied by a Memorandum and adequate supporting documents.

Item 16: Adoption of Report

130. The report was adopted after amendments.

Item 17: Closing Session

131. In his closing remarks, the Chairperson of AFC, thanked members for their active participation in the deliberations. He indicated that the quality of the recommendations made would serve as valuable inputs in guiding the efficient use of community resources in the face of current financial challenges. He then ended by calling on Community Institutions and Member States to support Community institutions in the successful implementation of the approved programs and projects with significant impact on the lives of Community citizens.

132. He then declared the meeting closed.

DONE IN ABUJA, THIS 8TH DAY OF DECEMBER 2025

KOMBA MOMOH
CHAIRPERSON
FOR THE COMMITTEE

ECOWAS COMMISSION
COMMISSION DE LA CEDEAO
COMISSÃO DA CEDEAO

ECW/AFC/XXXVIII/1
Original: English
Date: 8TH DECEMBER 2025

THIRTY-EIGHTH (38TH) MEETING OF THE ADMINISTRATION AND FINANCE COMMITTEE

2ND - 8TH DECEMBER 2025

VOTE OF THANKS

Members of the Administration and Finance Committee of ECOWAS, meeting in Abuja from 2nd to 8th December 2025, express their profound gratitude to **His Excellency Bola Ahmed Tinubu**, President of the Federal Republic of Nigeria and to the Government and people of Nigeria for the warm and brotherly welcome extended to them and for the excellent facilities placed at their disposal to ensure the successful conduct of their deliberations.

DONE IN ABUJA, THIS 8TH DAY OF DECEMBER 2025

THE COMMITTEE

ANNEX 1

LIST OF PARTICIPANTS

COMUNIDADE DOS ESTADOS DA
AFRICA DO OESTE

ECONOMIC COMMUNITY OF WEST
AFRICAN STATES

COMMUNAUTE ECONOMIQUE DES
ETATS DE L'AFRIQUE DE L'OUEST

LIST OF SUBSTANTIVE AFC MEMBERS/LISTE DES MEMBRES TITULAIRES DU CAF/LISTA DE MEMBROS SUSTANTIVOS DO CAF

38TH ORDINARY MEETING OF THE ADMINISTRATION AND FINANCE COMMITTEE, ECOWAS COMMISSION, ABUJA - NIGERIA

38EME REUNION ORDINAIRE DU COMITE DE L'ADMINISTRATION ET DES FINANCES, COMMISSION CEDEAO, ABUJA - NIGERIA

38a REUNIÃO ORDINÁRIA DO COMITÉ DE ADMINISTRAÇÃO E FINANÇAS, COMISSÃO DA CEDEAO ABUJA - NIGÉRIA

2ND – 8th DECEMBER 2025

PAYS/COUNTRY INSTITUTIONS	NOMS/NAMES	FONCTIONS/STATUS	ADRESSE/ADDRESS
BENIN	FAUSTIN GUIDI	DIRECTEUR DE L'INTEGRATION ECONOMIQUE EEGIONALE CHEF DU BUREAU NATIONAL CEDEAO	Ministère de l'économie et des Finances Benin Tel: +22921301851/ +229 95813154 Email: fguidi@finances.bj
	SOURADJATOU AMINATOU GANIYI	EXPERT	Ministère des Affaires Etrangères Benin Tel : +229 61010634 Email : sganiyi@gouv.bj
CABO VERDE	ISA RODRIGUES	COORDENADORA DA CÉLULA NACIONAL DA CEDEAO	Ministère des Affaires Etrangères, Coopération et Intégration Régionale CPNº 60, Achada Sto. António, Praia, Santiago - Cabo Verde Tel: +2382607853 Email: morais.isa@mnec.gov.cv +238 9576857 (Whatsapp)
	JOAO PEDRO DOS SANTOS	ADVISER TO THE MINISTER OF FINANCE	AV. AMÍLCAR CABRAL, Nº 1 JOAO.P.SANTOS@MF.GOV.CV 2389915285
COTE D'IVOIRE	MADAME ISABELLE SANDRA FOLQUET	CHEF DE CABINET, RESPONSABLE DU BUREAU NATIONAL CEDEAO	Ministère des Affaires Etrangères Tél : +225 0777092259 +2250777092250 Email : FOLQUET.SANDRA.I@GMAIL.COM

PAYS/COUNTRY INSTITUTIONS	NOMS/NAMES	FONCTIONS/STATUS	ADRESSE/ADDRESS
	DOUMBIA MULOUCK-SOULEYMAE	EXPERT	Ministère des Finances Abidjan Tel : Email.....
THE GAMBIA	NDEYE TABARA TOURAY	HEAD OF ECOWAS NATIONAL OFFICE/ DIRECTOR OF REGIONAL INTEGRATION	Ministry of Trade, Industry, Regional Integration and Employment Banjul Tel: +220 9092453 Email: nttouray@gmail.com
	MUSTAPHA SAMATEH	DIRECTOR OF BUDGET	Ministry of Finance and Economic Affairs The Quadragle Banjul Tel: +2202013703 Email: makzsamateh@gmail.com
GUINEA	ELHADJ IBRAHIMA DIALLO	DIRECTEUR GENERAL INTEGRATION AFRICAINE CHEF BUREAU NATIONAL CEDEAO EN GUINEE	Ministère des Affaires Etrangères de l'Intégration Africaine et des Guinéens Etablis à l'Etranger Conakry Tel: +224 622 901448 Email: el.ibrahima.d22@gmail.com
	MOHAMED FADIGA	EXPERT	Ministère de l'Economie et des Finances Conakry Tel: + 224 Email: dnapec@mefp.gov.gn, fadimed15@outlook.com
GHANA	AMB. EDISSON M AGBENYEGAH	EXPERT	Ministry of Foreign Affairs and Regional Integration, No. 5 Agostinho Neto Road, Airport Residential Area, Accra, Ghana, Tel. 233 Email :

PAYS/COUNTRY INSTITUTIONS	NOMS/NAMES	FONCTIONS/STATUS	ADRESSE/ADDRESS
	MS. SARAH BOSOMPEM	EXPERT	Ministry of Finance P.O. Box MB40 Ministries Accra Tel. +233 Email:
GUINEE BISSAU	MS. CRISTINA DA SILVA PEDREIRA	CHEF CELLULE NATIONALE CEDEAO	Ministerio da economia, do plano et integração Regional Palacio do Governo Av dos Combatentes da Liberdade de Pateria, CP 06 Bissau Tel :+245 96 6706648 Email :cristinasilvapedreira@yahoo.com.br
LIBERIA	MR. BENEDICT D. ROBERTS	HEAD OF ECOWAS NATIONAL OFFICE	Ministry of Finance & Development Planning Broad & Mechlin Streets Monrovia, Liberia Tel: +231 88 6 258 196/+231776558276 Email: broberts@mfpd.gov.lr brobertsua@gmail.com
	MR. ANTHONY CHEA KPALLEH JR.	MINISTRY OF FORGIGN AFFAIRS	Ministry of Foreign Affairs Capito Hill Monrovia, Liberia Monrovia, Liberia Tel: +231770455046/886533107 Email: anhebat@yahoo.com/anthonykpalleh364@gmail.com

NIGERIA	STANLEY GEORGE	EXPERT	Ministry of Finance Abuja Tel : +234 Email :
	ALI GOMBE	EXPERT	Ministry of Foreign Affairs of the Federal Republic of Nigeria Abuja Tel:...... Email........
SENEGAL	BABACAR BA	RESPONSABLE DU BUREAU NATIONAL DE LA CEDEAO	Ministère de l'intégration Africaine et des Affaires Etrangères Dakar Tel : +221 177 513 5121 Email : mbaybabacarba@gmail.com
	SOULEYMANE THIAM	COORDONNATEUR DE LA CELLULE DE SUIVI DE L'INTEGRATION	Ministère de l'Economie, du Plan et de la Coopération Dakar Tel : +221338892172 Email : souleymanethiam@gmil.com
SIERRA LEONE	KOMBA MOMOH	HEAD OF ECOWAS NATIONAL OFFICE	Ministry of Planning and Economic Development, NAO Building, OAU Drive, Tower Hill, Freetown, Tel: 23279045282 Email: komsco@yahoo.com
	TASSIMA AHMED JAH	DIRECTOR OF BUDGET	Ministry of Finance, Treasury Building, George Street, Freetown. Freetown Tel :+23276610417 Official Tel : +232 76610417 Email: Tasimaj@Yahoo.Com

TOGO	MR. LAGNIE BABIMLE KPADJA	CHARGE D'ETUDES A LA CELLULE CEDEAO-UEMOA	Ministère de l'Economie et des Finances Cellule CEDEAO-UEMOA Lomé Tel : +228 90 99 82 96 Email : lagbak11@yahoo.fr
	MON. AWOKI KOINZI	EXPERT	Ministère des Affaires Etrangères, de L'Intégration Régionale et des Togolais de l'Extérieur Lomé Tel: +228 93423434 Email : koinzihippolyte@yahoo.fr

ANNEX 2

SPEECHES