Terms of Reference (TOR)
Study on ECOWAS Community Levy Funding Mechanism & Development of Resource Mobilization Strategy

1. Background

ECOWAS Community Levy (CL) serves as the primary financing mechanism established to ensure predictable, sustainable, and autonomous funding for ECOWAS programmes, institutions, and activities. Despite its strategic importance, Member States continue to face challenges related to collection, remittance, reporting, and compliance, resulting in inconsistent revenue flows and reduced financial predictability.

To improve efficiency and sustainability, ECOWAS is launching two complementary interventions: (i) A comprehensive study of the ECOWAS Community Levy Funding Mechanism; and (ii) Development of a Resource Mobilisation Strategy for the Community Levy. These combined efforts aim to strengthen compliance, enhance monitoring and reporting, close revenue gaps, and secure long-term funding for regional integration initiatives.

2. Objectives of the Assignment

Overall Objective: To conduct a comprehensive study on the ECOWAS Community Levy Funding Mechanism and develop a robust, evidence-based Resource Mobilisation Strategy aimed at improving revenue performance, enhancing Member State compliance, and ensuring sustainable financing of Community activities.

Specific Objectives:

I. Analyse the legal, institutional, financial, and operational framework of the ECOWAS Community Levy.
II. Assess collection efficiency, transmission processes, and reporting mechanisms.
III. Identify systemic bottlenecks, compliance gaps, and sources of revenue leakages.
IV. Benchmark global and regional best practice on community levy funding models.
V. Propose innovative tools, mechanisms, and partnerships to strengthen long-term resource mobilisation.
VI. Develop a strategic framework and implementation roadmap for improved mobilisation and management of Community Levy resources.
VII. Propose capacity-building needs for National Units, Customs services, and ECOWAS personnel involved in levy administration.

3. Scope of Work

The consultant will conduct the following tasks:

a) Diagnostic Review
   - ✓ Review ECOWAS legal texts, financial regulations, and all documents governing the Community Levy.
   - ✓ Assess implementation across Member States, including collection modalities, compliance levels, remittance timelines, and administrative procedures.

b) Data Collection & Financial Analysis

- ✓ Review collection and remittance trends over the last 5–10 years.
- ✓ Analyse revenue gaps and model potential revenue under optimal compliance scenarios.

c) Stakeholder Engagement
- ✓ Consult National Units, Customs Administrations, Ministries of Finance and Trade, ECOWAS Directorates, and private-sector actors where relevant.

d) Comparative Assessment
- ✓ ECOWAS against other Regional Economic Communities RECs) such as EAC, SADC, AU, and UEMOA.

e) Strategy Development Implementation Roadmap

- ✓ Propose improved compliance frameworks, digital monitoring tools, forecasting models, and coordination mechanisms.
- ✓ Identify new internal and external avenues for sustainable resource mobilisation.
- ✓ Develop costed action plans, timelines, KPIs, and monitoring systems.

A) Expected Deliverables

I. Inception Report – Methodology, work plan, and stakeholder engagement strategy.
II. Diagnostic/Assessment Report – Analysis of current levy systems, gaps, and challenges.
III. Draft Combined Report – Findings from levy mechanism study and initial strategic options.
IV. Draft Resource Mobilisation Strategy – Strategic pillars, interventions, revenue models, and compliance framework.
V. Implementation Roadmap – Timebound actions, budget estimates, indicators, and monitoring tools.
VI. Final Report – Consolidated study and strategy revised after ECOWAS validation.

B) Duration of the Assignment

The consultancy is expected to last 4 weeks, covering consultations, data analysis, report drafting, and validation.

C) Qualification Requirements

The consultant must have:
- ✓ Advanced degrees in Economics, Public Finance, Public Policy, International Development, or related field.
- ✓ At least 15 years' professional experience in public finance, resource mobilisation, customs administration, or regional integration.
- ✓ Experience working with ECOWAS, AU, UEMOA, or similar organisations.
- ✓ Proven track record in developing revenue enhancement or resource mobilisation strategies.
- ✓ Strong analytical, modelling, stakeholder engagement, and report-writing skills.

- ✓ Fluency in at least two ECOWAS official languages; working knowledge of a third is an advantage.

D) Reporting & Coordination

The consultant will report to the Director, Budget and Treasury, through the Principal Accountant, Community Levy Division. Regular updates will be required throughout the assignment.

E) Location

The assignment may be conducted remotely, with possible missions to ECOWAS Headquarters (Abuja) and selected Member States, subject to approval.

F) Payment Schedule

Payments will be made upon completion and approval of deliverables as follows:
20% – Upon submission of Inception Report
30% – Upon submission of Diagnostic Report
30% – Upon submission of Draft Combined Strategy
20% – Upon approval of Final Report