UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT

[Cameroon]

Project Title: Reinforcing the capacities of CAR female police and gendarmerie officers for enhanced contribution to national security and public order.

Project Number: Awards: 00111372- Output : 00114797

Implementing Partner: International School for Security Forces (EIFORCES)
Start Date: March 2019   **End Date:** August 2019   **PAC Meeting date:**

Brief Description
The present project aims at reinforcing the capacities of CAR Security forces by training and upgrading 50 females police and gendarmerie officers at EIFORCES in Security and Peace Interventions. The project will help reinforce and re-establish security in CAR by preparing the trainees to contribute to enlarging the secure area in and around the capital, Bangui. The female police and gendarmerie trainees will be prepared to contribute to these objectives by patrolling communities, advising peers in domestic police services, increasing compliance with international human rights standards, restoring and promoting public safety and the rule of law.

Contributing Outcome (UNDAF/CPD, RPD or GPD): By 2020, the population, (especially vulnerable groups) in the intervention area are more resilient to environmental, social and economic shocks. Indicative Output(s): Output : 90 female members of CAR security Forces are trained an upgraded in restoring and maintaining public order Gender Marker: Gen 3			
Total resources required:			US$329,000
Total resources allocated:	**UNDP TRAC:**	-	
	Donor: (Japan)	US$329,000	
	Donor:	-	
	Government:	-	
	In-Kind:	-	
Unfunded:			

Agreed by (EIFORCES)

Général de Brigade André Patrice

Agreed by (UNDP)

Fenella FROST
Deputy Resident Representative
Représentant Résident

0 6 MAR 2019

I.   DEVELOPMENT CHALLENGE

The Central African Republic (CAR) is facing the worst crisis of its history and the last few decades in Africa. In December 2012, the Séléka armed alliance advanced across CAR in opposition to then President François Bozizé. On March 24, 2013, Séléka fighters entered Bangui, effectively seizing control of the country and triggering a period of widespread violence. Security conditions deteriorated further in December 2013, when clashes erupted between the now-dissolved Séléka alliance and anti-Balaka groups composed of armed fighters that opposed ex-Séléka forces. Following a nearly three-year transitional period, CAR held the two rounds of presidential elections in December 2015 and February 2016, resulting in the election of President Faustin-Archange Touadéra who assumed the presidency on March 30, 2016.

Despite the restauration of the state institutions, conflict between armed groups continues to persist across much of CAR cities in 2018. Violence and sporadic clashes among armed groups continue to disrupt relief operations throughout much of Central African Republic (CAR). Armed actors have fragmented and reformed among various alliances, complicating the ongoing crisis. An estimated 2.5 million people in CAR require humanitarian assistance, while more than 573,000 people have fled to neighboring countries. The security situation throughout CAR remains volatile, with continuing attacks against civilians, humanitarian workers, and UN Multidimensional Integrated Stabilization Mission in CAR (MINUSCA). These are the reasons why Japan, through United Nations agencies, has decided to materialize its solidarity towards the populations in CAR affected by humanitarian and security crisis and thus contribute to the reconstruction of CAR.

i-   Urgency

In June 2018, 21 letters to UN Secretary-General (UNSG) António Guterres, from 56 NGOs expressed concern over the rapidly deteriorating situation in CAR. The letters also appealed for UN leadership to mobilize the international community to prevent further escalation of fighting, which could result in mass atrocities. In this regard, the country needs significant assistance for rehabilitation, reconstruction and post-conflict nation-building and peacebuilding.

Moreover, the CAR 7,000 to 8,000 armed forces, including police have, over the last decades, been more of a menace to the population than a guarantor of its security. It is feared for its brutality, misconduct and gross human rights abuses committed with impunity. Its presence rarely extends far beyond the capital, Bangui. The Police and Gendarmerie as well as the whole army of CAR are chronically under-resourced, ethnically imbalanced, ill-managed, barely trained and poorly compensated.   This set of factors contributes to incompetence, lack of professionalism, mismanagement, personal irresponsibility and collective inability to discharge duties.

Its therefore important to rebuild police and gendarmerie with professional skills, experience and expertise to carry out the tasks they are mandated for. In this context, the project of reinforcing the capacity of 50 female members of CAR security forces through training for security and peace interventions appears as a vital an important priority for the rehabilitation and restructuring of the country through its security apparatus. Female police officers' potential as role models is considerable. This is the case not only for increased professionalism but also for gender equality and for inspiring women and girls to stand for their own rights and pursue careers in law enforcement and other areas of society. Moreover, as mother symbols and figures in local cultural

perception, female police officers provide a greater sense of security to women and children and improve local women's access to and support from the Police.

ii- Commitment of the Government of Japan

This project is to be put in perspective and understood as supporting peace and stability that are vital preconditions for development, especially in a post-conflict state such as CAR. For the Government of Japan, peacebuilding begins with efforts to "consolidate peace," namely, to push forward a peace process, bring in humanitarian aid such as assistance to refugees and internally displaced persons (IDPs), restore domestic security, and contribute to justice and reconciliation.

The Project is aligned with the policies that have helped Japan set the foundation of its approach to international peace operations, security and peace consolidation. These policies are: (i) the enactment of the peacekeeping operations law; (ii) the policy guideline for ODA, (iii) the human security campaign; (iv) the diplomatic initiatives for consolidation of peace.

These policies confirm that Japan as a high profile, important and strategic actor for international peace cooperation initiatives. This includes participation and assistance in United Nations Peacekeeping Operations and coalition forces; diplomatic engagement, including around preventive diplomacy and mediation; provision of emergency humanitarian assistance.

This project is also aligned with the TICAD Yokohama declaration, and specifically to the thematic focus of TICAD VI (Nairobi declaration): promoting social stability for shared prosperity. This supports peace building through measures to combat terrorism and violent extremism.

Japan is already engaged in CAR through the supplementary budget. In 2017, the Government of Japan renewed its support for Central Africans and refugees, returnees and IDPs in the Central African Republic, affected by the security and humanitarian crisis, by granting new funding to programmes of United Nations agencies in 2017 (UNDP, UNICEF, UNHCR...). Different projects were funded as part of the Humanitarian Response Plan for "Support to stabilization, socio-economic recovery and prevention of radicalization of vulnerable populations through access to employment and social services in conflict-affected communities", and for "Protection and assistance to refugees, returnees and IDPs in the Central African Republic".

iii- Partnership with UNDP

The partnership between UNDP and the GoJ for the capacity building of CAR police and gendarmerie forces trough EIFORCES could be the beginning of successful cooperation for the reconstruction and restructuring of CAR security forces, with long lasting impact on the country's development. Through previous projects supported by Japan and UNDP, EIFORCES has already trained 35 members of CAR security forces, among which 5 women, in upgrading courses and seminars. The current project could benefit from the expertise of UNDP and Japanese trainers.

iv- Unpredictability

Risk factors and threats that are shaping the security environment in CAR were not foreseeable in April 2017. The context has thus proven unpredictable for several reasons:

Worsening security trends after a period of relative calm related to the DDR initiative;

attacks against relief organizations that hindered humanitarian operations;

escalation into widespread fighting among armed groups in the towns and communities;

the continued volatility of the CAR security situation.

Rebuilding the Police and the gendarmerie into institutions that can play their role and contribute to national security is thus one of the most important and daunting tasks facing CAR. Consequently, by trainings CAR female security forces, EIFORCES, the GoJ and UNDP would foster the humanitarian-security-development continuum in CAR and bring a unique contribution to the country's stabilization process.

II. Strategy

The present project aims at reinforcing the capacities of CAR Security forces by training and upgrading 90 females police and gendarmerie officers in Security and Peace Interventions readiness. The project will help reinforce and re-establish security in CAR by enlarging the secure area in and around the capital, Bangui. The female police and gendarmerie trainees will be prepared to accomplish this in an oil spot approach by patrolling communities, advising peers in domestic police services, increasing compliance with international human rights standards, restoring and promoting public safety and the rule of law.

By expanding the safe zone around Bangui, this oil spot process will contribute to the gradual reduction of violence in neighboring areas and ultimately the whole country. The process will thus enable the return of refugees and IDPs, thus reducing the pressure on Cameroon who harbors the greatest number of CAR refugees.

To achieve these objectives, the project will train and update 50 female police and gendarmerie officers for four weeks in the following areas of expertise: community policing; the protection of civilians and children; Judicial Police, criminal investigation and crime scene management; tactical reasoning methods applied to judicial police; Operational command; Professional operational intervention; restoration of public order; armed conflict and humanitarian law; response to sexual exploitation and abuse; democratic management of crowds.

Training will be done through theoretical lectures and more importantly case studies, simulations and the use of technologies available in the CAR security forces work environment. The methodology will be calibrated so as to enable the female trainees to operate primarily in their internal security setting, especially in the Bangui area's current challenges, and secondarily to collaborate with the Police component of Peace support operations.

The project will contribute to the implementation of the UNDP's Country Office Program for 2018-2020 by adapting local conflict resolution mechanisms to new and emerging contexts. It will work on fostering dialogue between citizens and security agencies, and connect local knowledge with

national-level efforts for recovery and peacebuilding. This will help to support existing social and institutional mechanisms to prevent the resurgence of conflict and respond to violent extremism which is one of the main focus areas of the current country program.

The project will be implemented in three main locations of strategic importance for far reaching direct and indirect impact. The main location would be EIFORCES tactical and operational training facility in Awae, 50 miles of Yaoundé. The second is the Awae Center for Upgrading in Public Order Techniques for immersion exercises with Cameroon's security forces, and EIFORCES headquarter in Yaoundé for theoretical dimensions of the training. Additional observation and implication in real life public order operations will be provided during study travels inside Cameroon.

III. RESULTS AND PARTNERSHIPS

a- Expected Results

At the end of its implementation, the project will have trained and upgraded 90 female members of CAR security Forces in restoring and maintaining public order in compliance with international standards and human rights requirements, and thus enabled and prepared them to decisively contribute to re-establishing security in CAR by gradually enlarging the secure area around the capital, Bangui.

MODULE 1: JUDICIAL POLICE MODULE

The training will enable trainees to master the place and role of judicial Police in criminal prosecution. This will be done by 4 submodules (activity).

SUBMODULE 1.1: Judicial Police

The following content will be delivered

- ➢ Judicial police in criminal procedure
- ➢ The quality of Judicial Police Officer
- ➢ The mission and prerogatives of judicial Police

The conduct of diverse Police investigations (Preliminary, Flagrance and obvious offense, Rogatory Commission)

SUBMODULE 1.2: Scientific and Technical Police (SPT)

The objective of this submodule is to expose learners to the understanding of the role of de la PTS in the search for proof in criminal matters. The following content will be delivered:

- ➢ Proof in Criminal matters
- ➢ Material evidence
- ➢ Biological evidence
- ➢ Tracks

Crime scene management.

SUBMODULE 1.3: Actions in Judicial Police procedure

The objective of this submodule is to train, rehearse and drill for the perfect execution of criminal procedure actions. The content is the following:

- ➢ Findings
- ➢ Hearings
- ➢ Searches and seizures
- ➢ Incidental confiscation

- ➢ Operationals research
- ➢ Justice warrants
- ➢ Arrests
Police custody

SUBMODULE 1.4: The tactical reasoning method applicable to judicial police

The objective of this submodule is to ensure that trainees learn and work with the intellectual approach and framework applicable to judicial police investigation.

- ➢ Investigation Leadership
- ➢ The objective phase of reasoning
- ➢ The subjective phase of reasoning
The elaboration of an order of operation

MODULE 2: DEMOCRATIC CONTROL OF CROWDS MODULE

The overall objective of the module is to ensure the acquisition of operational command capabilities for leading security units, especially as regards engagement for the restoration of public order in low, medium and high intensity violence. Develop, through a process of tactical level reasoning, the ability to decide in operational situations.

SUBMODULE 2.1 operational command

The specific objective of this sub-module is to enable operational leaders to follow a logical and rational process resulting in adequate decision at the tactical level. Beyond progression in decision-making, the sub-module builds trainees stature as operational commanders through simulation and immersion. Its components include:

- ➢ Tactical reasoning methodology, initial order and tactical language pertaining to the preservation and restoration of public order;
- ➢ The decision-making process of force employment and use of arms. Concepts of letality and non letality;
- ➢ Order frameworks;
- ➢ Case studies, simulations and work in real command situations.

SUBMODULE 2.2 Preservation and restoration of public order

The objective of this sub-module is to train tactical leaders for democratic control of crowds through the knowledge of equipment, techniques and attitudes, individual and collective, pertaining to proportionate response in situation where public order is breached.

1/- Acquisition of skills in modes of collective action:
  - ➢ Familiarity with equipment;
  - ➢ Individual and collective attitudes;
  - ➢ Training and upgrading in public order;
  - ➢ Basic collective techniques;
  - ➢ Arrests in a Public order restoration operation;
  - ➢ The intervention squad and its capabilities;
2/- Study of main missions:
  - ➢ Reconnaissance and opening of a corridor;
  - ➢ Control of a permissive zone;
  - ➢ Reacting to shooting;

> Evacuation of illegally occupied buildings / intervention in prisons.
> Providing security during the visit of a delegation of high dignitaries in a permissive zone;
> Preventing breaches and restoring order through interposition between two communities.

SUBMODULE 2.3: Professional Operational Intervention

The objective of this sub-module is to provide operational commanders the necessary knowledge and skills for facing violence of varying levels of intensity by using diverse means of coercion in strict compliance with the law and human rights requirements.

« unarmed restraining of an adversary »

> The fundamentals, distances, attitudes and security triangulation positioning);

« armed restraining of an adversary »

> Use of arms procedures;
> Handgun / long gun shooting;

« tactics Intervention»

> The fundamentals, distances, attitudes, support, protection, equipment, communication and technics of progression;
> The control station ;
> The intervention on a vehicle;
> The check point ;

MODULE 3: HUMAN RIGHTS MODULE

The goal of this module is to provide trainees with a clear understanding of the implications of force employment by law enforcement forces as regards human rights. It aims at familiarizing learners with procedures to be followed upon discovery of human rights abuses by law enforcement forces and actions to be taken for the prevention of such violations.

At the end of their training in this module, course participants will:

> Have a good knowledge of the international requirements in matters of human rights and criteria of compliant use of force;
> Know the appropriate actions to be taken for the prevention of, and response to, human rights violations and abuse caused by security forces;
> List and explain the principles of force employment and use of arms in compliance with internationally sanctioned human rights;
> Distinguish and explain the circumstances requiring legitimate use or arms in compliance with human rights requirements;
> Explain and implement the procedure applicable in cases where the use of force and arms is inevitable;
> Building on case studies, real-situations exposures and simulations, determine appropriate and proportionate use of force/arms in different circumstances.

SUBMODULE 3.1: Law of Armed Conflicts

The aim of the training is to establish a common understanding of the law of armed conflict which was designed to be applied in time of armed conflict. The module will cover the following main points:

- Background: setting the scene.
- The need for compliance.
- How the law evolved and its main components.
- When does the law apply?
- The basic principles of the law.

SUBMODULE 3.2: International Humanitarian law

The training aims at establishing a common understanding of what is the International humanitarian law. It will explain the rules and principles which seek, for humanitarian reasons, to limit the effects of armed conflict. It protects persons who are not or are no longer participating in the hostilities and restricts the means and methods of warfare.

SUBMODULE 3.3: Protection of Civilians in Peace Support Operations (PSO)

The training aims at establishing a common understanding of what "protection" means in the context of UN peacekeeping, as distinct from other, non-peacekeeping protection functions and actors; clarifying UN institutional standards and expectations with regard to protection planning and the execution of protection activities; clarifying the different roles and responsibilities of all protection actors – civilian, police and military – within a UN peacekeeping operation, and how the work of each actor relates and contributes to the overarching POC objectives; supporting more effective protection planning by improving awareness of protection threats and civilian vulnerabilities, and by giving peacekeepers explanations of what has worked, and what has not, providing an understanding of the challenges and dilemmas facing military and civilian decision-makers in the field, as well as best practices aimed at preventing or responding to sexual violence

SUBMODULE 3.4: Protection of Children in PSO

Law Enforcement and other professionals enrolled for this course earn a certificate in Child Protection. The course provides education and training on the prevention of, and response to, child abuse. The course goes further to exploring the elaboration and enforcement of child protection policies and procedures, as well as applications in and by diverse environments and institutions.

SUBMODULE.3.5: Protection against sexual exploitation and abuse in PSO

The goal is to enable trainees to acquire definitions, regulations and norms concerning the prevention and repression of behaviors characteristic of sexual exploitation and abuse. The training is intended to strengthen trainees on the standards of conduct, with a special focus on sexual exploitation and abuse. The training is part of the wider effort to implement a series of corrective and preventive measures, following many allegations of such misconduct In CAR recently.

SUBMODULE.3.6: Community Policing

Community policing is, in essence, a collaboration between the police and the community that identifies and solves community problems. With the police no longer the sole guardians of law and order, all members of the community become active allies in the effort to enhance the safety and quality of neighborhoods. The training is intended to reinforce the capacity of trainees to work with communities in order to change the negative perception of the population for a collective security.

b- Beneficiaries

The direct beneficiaries of the project are about 90 female CAR gendarme and police officers. The indirect beneficiaries are the populations of CAR and Cameroon.

c- Contribution to SDGs, the strategies of the Government of Cameroon and the UN

In the current emergency context of Cameroon, GoJ intervention to support EIFORCES capacity building for security and peace interventions will go a long way to contribute to the achievement of SDGs, in particular Goal 16: Peace, Justice and Strong Institutions, with targets 16.1, 16.2, 16.3, 16.8, 16.9, and 16.a. With other SDGs, the project will also contribute to targets 1.5, 5.2, and 17.6.

As for the UNDP Strategic Plan 2018-2021, the project is aligned with Outcome 3: "Strengthen Resilience to Shocks and Crises". This project is also aligned with Pillar 4 (Resilience, early recovery and food security) of the UNDAF. Precisely, it will contribute to Outcome 4.1: by 2020, populations (especially vulnerable groups) in the intervention areas are more resilient to environmental, social and economic shocks. The issue of prevention of violent extremism, youth empowerment and resilience require activity implementation in the immediate and long terms. The project is in line with humanitarian interventions in the lake Chad Basin areas affected by violent extremism. Finally, the project also contributes to implementing the UN Global strategy against terrorism, in particular Pillar IV: Enforcing Human Rights and the Rule of law in the fight against terrorism.

d- Human security approach

The project applies the Human Security approach (people-centred) by training and educating Security Forces in working with beneficiary communities and population groups, including youths, women, IDPs, and returnees to improve national and community security. Project activities aim to promote public order and break the cycles of conflict and violence.

e- Resources Required to Achieve the Expected Results

In addition to the staff of the implementing partner, the project will be carried out with the assistance of UNDP and GoJ training experts.

f- Partnerships

The partnership between UNDP and the GoJ for the capacity building of CAR police and gendarmerie forces trough EIFORCES could be the beginning of successful cooperation for the reconstruction and restructuring of CAR security forces, with long lasting impact on the country's development. Through previous projects supported by Japan and UNDP, EIFORCES has already trained 35 members of CAR security forces, among which 5 women, in upgrading courses and seminars. The current project could benefit from the expertise of UNDP and Japanese trainers.

g- Risks and Assumptions

The main risks are political, financial, and technical. If the security environment deteriorates due to political strife, especially around the period of elections in CAR, the project could experience a shortage of trainees drafted to intervene in the theater of operations.

The foreseeable financial risk derives from the possible changes in exchange rates, with the weakening of the US dollar against the Euro and CFA Franc causing an inflation that would make organization more expensive than planned in the budget. The technical risk could emerge from the difficulty to recruit UNDP and GoJ training experts in a timely fashion.

The political risk would be difficult to mitigate. However, by design, the project implementation would be a tool for the prevention of that risk. On the operational plane, UNDP and EIFORCES will coordinate with the Government of CAR to identify, locate and attract suitable trainees and send them without compromising public order efforts in Bangui.

Financially, the budget will be frequently monitored against inflation and reviewed to adjust to financial changes. As for the technical risk, the implementing partner and UNDP GoJ training experts with local experts.

h- Stakeholder Engagement

In addition to EIFORCES, the stakeholders in the project will basically include the sister security forces components in the two countries involved, namely the CAR police and gendarmerie, and Cameroonian Police and Gendarmerie.

i- South-South and Triangular Cooperation (SSC/TrC)

The project is by design a south-south cooperation arrangement, with the training and beneficiary countries (Cameroon and CAR) being neighbors in the south, and UNDP and GoJ offering financial and technical assistance.

j- Gender

This project will contribute to women's empowerment as far as its concerns 50 female CAR police and gendarme officers and by inserting the gender approach in each activity. In addition, issues related to women's rights (women peace and security) and response to violence and abuse against women will be part of training. Thus, the UNSCR 1325 on women peace and security will be integrated into training materials and resources.

k- Knowledge

The project will raise awareness of the work and dedication of female police and gendarme of CAR to help restore trust and confidence in the police and gendarmerie, especially from women and children. A training report will be available at the end of project and will be distributed amongst Security and Peacekeeping training institutions, trainees, partners, donors, and all relevant stakeholders with the goal of supporting the reinforcement of the capacity of CAR security forces and specifically the female police and gendarme officers.

l- Sustainability and Scaling Up

The activities will be carried out with the involvement of CAR government and international partners. Knowledge and capacity building based on national procedures and international standards will be achieved and imparted collaboratively so as to enable sustainability. The project could be scaled up with an important European Union contribution to EIFORCES (2018-2020) pertaining to transnational and border security in particular.

IV. PROJECT MANAGEMENT

a- Cost Efficiency and Effectiveness

For the strategy to maximize the project's impact with available resources, the training will be organized in two sessions, the second being planned longer ahead of time and thus being less expensive in travel costs.

b- Project Management

The project will be implemented under the National Implementation (NIM) modality. The UNDP Country Office will be accountable for the financial management and overall reporting aspects of the project on behalf of the Japanese Embassy and other contributing partners (if any). The implementing partners will have responsibilities for the timely and effective implementation of the project activities, reporting and achievement of the project deliverables.

The implementing partners will seek the services of the consultants (local and international) in accordance with international best practices. The Project Steering Committee is linked to the executive board of EIFORCES, taking into account the implementing partners including UNDP, Ministry of Defense, and the Japanese Embassy and other relevant partners such as the Ministry of External Relations (MINREX) and the Ministry of Economy and planning (MINEPAT). The CAR Embassy in Cameroon will attend as observer. The Project Steering Committee will meet between the two sessions to provide guidance as necessary.

A management fee of 8% will be charged by UNDP to the value of the contribution, pursuant to the UNDP Board-endorsed policy on the recovery of General Management Support (GMS) costs for managing this project on behalf of the Japanese Government. This shall be reflected in the Note Verbales to be exchanged between the parties and the UNDP. Interest income and unspent balance as applicable to this project will be handled according to the terms, policies, and procedures of the Japan-UNDP partnership fund. UNDP will submit a final report upon project closure, including a financial report.

c- Equipment

No equipment is to be purchased as part of this project. EIFORCES facilities and equipment are fully adequate and available for implementation.

d- Audit:

In compliance with the UNDP Country Office's support to NIM auditing rules, the UNDP will contract an auditor to undertake annual review of the project and its finances. This will include a review of the effectiveness of the activities undertaken in relation to the funds expended and commitment to the principle of transparency and accountability to the stakeholders in general and the donors in particular.

e- Communication, Publication and Publicity

The project will take all appropriate measures to publicize the initiatives by the Japan/UNDP partnership in supporting these training sessions at EIFORCES. All communications relating to the project on UNDP and EIFORCES websites, information given to the press and project beneficiaries, all related publicity materials, official notices, reports and publications, shall acknowledge that the project was carried out with funding from the Government of Japan, and shall display the logos of Japan and UNDP. The project will also organize a launch event during which will be publicized the role of Japan and the UNDP in supporting national and regional peacekeeping and Security efforts.

The visibility of the support of the Government of Japan will thus be insured through multiple aspects including the solemn opening and closing ceremonies of Training sessions, the dissemination of advertisement and other means of information and invitation to partners and stakeholders, as well the possible participation of Japanese experts in training teams.

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V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

By 2020, the population, (especially vulnerable groups) in the intervention area are more resilient to environmental, social and economic shocks

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

Indicator 2.3: Number of local institutions and platforms applying techniques and strategies for conflict prevention/management and social cohesion

2.3a: Local institutions: Baseline (2016): 3, Target: 7

Applicable Output(s) from the UNDP Strategic Plan 2018 - 2021:

Outputs: 2: Strengthen effective, accountable and inclusive governance; and 3: enhance prevention and recovery for resilient societies

Project title and Atlas Project Number: Reinforcing the capacities of CAR female police and gendarmerie officers for enhanced contribution to national security and public order

EXPECTED OUTPUTS	OUTPUT INDICATORS[1]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS
			Value	Year	FINAL	
OUTPUT: 90 female members of CAR security Forces are	1.1 *Number of training sessions*		3	2018	3	Targets:
	1.2 *Number of CAR female security forces trained and ubgraded*		0	2018	90	Training Reports, Monitoring reports, minutes of meetings, Audit report, project terminal report, etc.
	1.3 *Percentage of CAR Female security forces able to maintain public order;*		0	2018	95%	Certificates of beneficiaries
						Training reports

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[1] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

trained an upgraded in restoring and maintaining public order		

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: [Note: monitoring and evaluation plans should be adapted to project context, as needed]

The project will be subject to standard UNDP procedures and policies for monitoring and evaluation. The monitoring and evaluation process will use the quantitative and qualitative performance indicators detailed against each of the project objective(s). The monitoring of the project implementation to provide early indications of progress, or lack thereof, will be done regularly by all the parties involved in the project implementation through field visits, reporting, meetings of the Steering Committee when necessary. The UNDP Cameroon Country Office through the Governance and Social Cohesion Unit will provide Project Assurance and specifically on the following:

f- Adherence to the business case (on behalf of the Executive);

g- Monitoring of the compliance with user needs and expectations (on behalf of Senior User);

h- Supplier Assurance carried out by spot-checks of deliverables and outputs; and,

i- Review of Deliverables via Quality Reviews.

EIFORCES will be responsible for submitting a final report to the UNDP office in Cameroon on the implementation of the project.

j- The Risk Log shall be regularly updated by reviewing the external environment that may affect the project implementation;

k- A Lessons Learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the programme; and,

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i- A Quality Log shall record progress towards the completion of activities.

The data above will be entered into the relevant ATLAS M&E modules (UNDP project management rules and procedures).

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	quaterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quaterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least quarterly	Relevant lessons are captured by the project team and used to inform management decisions.		
Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	At least monthly	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least quarterly	Performance data, risks, lessons and quality will be discussed by		

		the project board and used to make course corrections.
Project Report	final report	A final report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved, against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.

Evaluation Plan[2]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation			UNDAF 4.1/CPD 2	To be indicate		20,000 Japan

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[2] Optional, if needed

VII. MULTI-YEAR WORK PLAN [34]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by quarter				RESPONSIBLE PARTY	PLANNED BUDGET		AMOUNT
		Q1 2019	Q2 2019	Q3 2019	Q4 20 19		Funding Source	Budget Description	USD
OUTPUT: 90 female members of CAR security Forces are trained an upgraded in restoring and maintaining public order						EIFORCES	Japan	71600/DSA	43 892
						EIFORCES	Japan	71300/Consultant	17 766
	Training Session 1 :					EIFORCES	Japan	71600/Travel	16 721
						EIFORCES	Japan	75700/Training Materials	9 318
						EIFORCES	Japan	71600/Travel/rent vehicule	2 613
	Total activié 1								90 30990,310
						EIFORCES	Japan	71600/travel	43 892
	Training Session 2					EIFORCES	Japan	71300/Consultant	17 766

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[3] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[4] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision 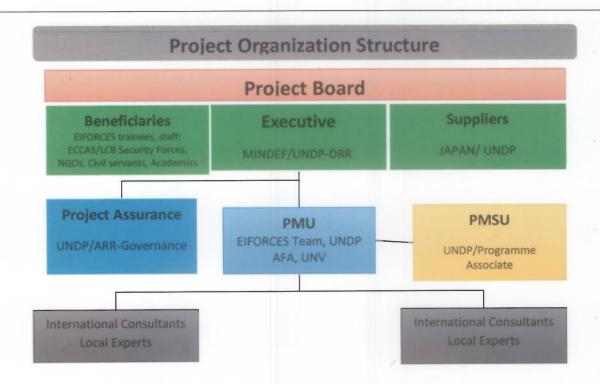that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	Entity	Country	Budget Line		
	EIFORCES	Japan	71600/Travel		16 721
	EIFORCES	Japan	75700/Training Materials		9 318
	EIFORCES	Japan	71600/Travel/rent vehicule		2 613
Total Activity 2				90 309	90,310
	EIFORCES	Japan	71600/travel		43 892
Training Session 3	EIFORCES	Japan	71300/Consultant		17 766
	EIFORCES	Japan	71600/Travel		16 721
	EIFORCES	Japan	75700/Training Materials		9 318
	EIFORCES	Japan	71600/Travel/rent vehicule		2 613
Sous Total Activité 3				90 309	90,310
Total output				270 926	270,930
OutPut 2 : Project Management / **Activity 1.5 : Project Management**	EIFORCES	Japan	72400/Quality Assurance		15 000
	EIFORCES	Japan	72400/Audit		5 000
	EIFORCES	Japan	75100/GMS		21 674
	EIFORCES	Japan	63400/DPC		16 400
Total Project Management					58 074
Grand Total Projet					329 000

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented under the National Implementation (NIM) modality. The UNDP Country Office will be accountable for the financial management and overall reporting aspects of the project on behalf of the Japanese Embassy. The implementing partners will have responsibilities for the timely and effective implementation of the project activities, reporting and achievement of the project deliverables.

The implementing partners will seek the services of the consultants (local and international) in accordance with international best practices. The Project Steering Committee is linked to the executive board of EIFORCES, taking into account the implementing partners including UNDP, Ministry of Defence, and the Japanese Embassy and other relevant partners such as the Ministry of External Relations (MINREX), the Ministry of Economy and planning (MINEPAT) and the CAR Embassy as observer. The Project Steering Committee will meet when necessary to provide policy direction for the overall management of the project and review of implementation progress.

Project Organization Structure

Project Board

Beneficiaries	Executive	Suppliers
EIFORCES trainees, staff; ECCAS/LCB Security Forces, NGOs, Civil servants, Academics	MINDEF/UNDP-DRR	JAPAN/ UNDP

Project Assurance	PMU	PMSU
UNDP/ARR-Governance	EIFORCES Team, UNDP AFA, UNV	UNDP/Programme Associate

International Consultants Local Experts		International Consultants Local Experts

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IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date).   All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

RISK MANAGEMENT STANDARD CLAUSES

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
   a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner][5].

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental

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[5] Use bracketed text only when IP is an NGO/IGO

Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

X.   ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis**. Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

5. **Project Board Terms of Reference and TORs of key management positions**