AFRICAN CENTRE FOR PEACE AND SECURITY TRAINING (ACPST)

UNITED NATIONS DEVELOPMENT PROGRAMME

INSTITUTIONAL CAPACITY ENHANCEMENT AND TRAINING PROGRAMME AT THE AFRICAN CENTRE FOR PEACE AND SECURITY TRAINING (ACPST), ADDIS ABABA, ETHIOPIA

November 2011

United Nations Development Programme
Country: Ethiopia
Project Document

Project Title: Institutional Capacity Enhancement and Training at the African Centre for Peace and Security Training

UNDAF Outcome(s):

Expected CP Outcome(s):   The project will enhance institutional and human capacity in peace and security management at the senior levels in order to effectively prevent, respond to and mitigate conflict and maintain peace and security on the continent

Expected Output(s)   1. Enhance institutional capacity for training in peace and security;

                  2. Enhance human capacity for analysis, application and implementation of major peace and security instruments on Africa;

                  3. A community of practice on African peace and security at senior levels through APCST Alumni programme

Implementing Partner: Institute for Security Studies through its African Centre for Peace and Security Training

Responsible Parties: Institute for Security Studies in partnership with the Geneva Centre for Security Policy

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Brief Description

This project aims to support the Institute for Security Studies (ISS) to establish an African Centre for Peace and Security Training (ACPST) to function effectively as a centre of excellence in Peace and Security Training in Africa. Given the gaps that exist between security policy and practice in Africa, the Programme will support ISS in narrowing this gap by training senior practitioners in policy frameworks that define and underpin the current African Peace and Security Agenda.

Programme Period **18 months**	AWP budget: **2011-2013**
Key Result Area (Strategic Plan):	Total resources required **900,000 USD**
Atlas Award ID:	Total allocated resources: _____
Start date: **December 2011**	• Regular _____
End Date **June 2013**	• Other:
	Donor**:** **Government of Japan**
PAC Meeting Date	

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ACRONYMS AND ABBREVIATIONS

ACPST   African Centre for Peace and Security Training
APSA   African Peace and Security Architecture
ASF   African Standby Force
AU   African Union
CCCPA   Cairo Regional Centre for Training on Conflict Resolution & Peacekeeping
DRC   Democratic Republic of Congo
ECOWAS   Economic Community of West African States
EU   European Union
GCSP   Geneva Centre for Security Policy
IGAD   Intergovernmental Authority on Development
ISPTC   International Peace Support Training Centre
ISS   Institute for Security Studies
ISS PA   ISS Peace Academy
KAIPTC   Kofi Annan International Peacekeeping Training Centre
PSO   Peace Support operations
SADC   Southern African Development Community
UN   United Nations
UNDAF   United Nations Development Assistance Framework
UNDP   United Nations Development Programme
UNSC   United Nations Security Council
UNDPKO   United Nations Department of Peacekeeping operations

1. INTRODUCTION

There are several peacekeeping training centres and related institutions in Africa, a number of which function effectively as 'centres of excellence' in the generation and training of personnel for peacekeeping. Typically, each of these focuses on sub-regions within the continent. For example the Kofi Annan International Peacekeeping Training Centre (KAIPTC) is renowned for its coverage of West Africa; the International Peace Support Training Centre (IPSTC) is well known for its work in eastern and southern Africa.

Rather than duplicate the training provided by these institutions aimed at building the capacity for the African Standby Force, the pilot project on the establishment of an African Centre for Peace and Security Training (ACPST) by the Institute for Security Studies aims to complement peacekeeping training with a broader focus on new dimensions of security in Africa. As opposed to the centres of peacekeeping training excellence, the ACPST will focus its efforts on the major emerging regional and international instruments and challenges on peace and security, including climate change, negotiations on the proposed Arms Trade Treaty, and building the capacity to implement these instruments, and ultimately, to bridge the gap between policy and practice in peace and security on the African Continent.

2. SITUATIONAL ANALYSIS

Background

Peace and Security in Africa continues to remain a challenge although it has witnessed marked improvements. Military coups have become a rarity and many countries have overcome violent conflict and are now negotiating the challenges of reconstruction. Liberia and Sierra Leone, previously known for protracted conflicts, have re-emerged as functional states and now have contributing troops to UN peacekeeping.

This improvement has many origins, including a decade of sustained economic growth in a number of African countries. Other factors include global activism, particularly through the massive deployment of UN peacekeepers to Sierra Leone, Liberia, the Democratic Republic of Congo (DRC), Sudan and elsewhere. Today the African Union and sub-regional organizations such as the Economic Community of West African States (ECOWAS), the Southern African Development Community (SADC) and the Intergovernmental Authority on Development (IGAD) play a prominent role in building the capacity for the African Standby Force and related components of the African Union's peace and security architecture.

This project will focus on knowledge management and training support for middle-level to senior African diplomats and officials in emerging matters relating to peace and security, including peacekeeping. It will expose these officials to the in-depth analysis of the contents of major peace and security instruments and demonstrate how these contribute to the resolution and management of conflicts on the continent. By enhancing knowledge and proficiency in these important peace and security instruments, ACSPT (previously termed the ISS Peace Academy) will contribute to building the capacity of senior officials for their implementation.

It is worthy to note that the initiative was welcomed by Heads of State during the July 2010 AU Summit in Kampala, Uganda."[1]

A vast array of peace and security agreements, instruments frameworks and policies has emerged out of the continuous search for peace and security in Africa, at national, sub-regional, regional and global levels. On the one hand a lack of adequate knowledge of these policy instruments among middle to senior level officials has contributed to palpable gap between policy and practice in African peace and security. This knowledge gap hampers effective implementation of public policy in the area of peace and security. On the other hand, African negotiators from smaller and mid-level countries are overstretched and unable to respond to the demands for participation in negotiations on a wide array of related matters (such as arms control, nuclear proliferation). Finally, emerging practices and lessons learnt from experiences from the field in security sector reform, disarmament, post conflict reconstruction and the like are not appropriately filtered into African policymaking within organizations such as the AU and Regional Economic Communities (RECs).

As the seat of the African Union, Addis Ababa is the capital of diplomacy and international relations in Africa. In the area of peace and security (including peacekeeping), even though numerous regional instruments have been developed, effective implementation remains a distant prospect. Therefore, the gap between policy and practice urgently needs to be filled. This proposal is predicated on the important lesson learned that several middle-level to senior level officials are not conversant with the main and specific provisions of important instruments of public policy in the area of peace and security, the capacity gap to participate in international negotiations on matters such as the upcoming Arms Trade Treaty, and the need to learn lessons and deduce best practices from the various efforts at conflict prevention, management and reconstruction prevalent in the continent. Through the training provided by the ACPST the ISS in partnership with the Geneva Centre for Security Policy (GCSP) will strive to provide a training programme that builds the knowledge and capacity of senior officials on the normative frameworks and public policy in African peace and security. The location of the ACPST in Addis is an added advantage in terms of proximity to the target audience.

With the establishment of the ACPST, the ISS intends to further translate its research into practical results. The Centre will focus on the provision of high-level education in African peace and security issues and to strengthen security practices and governance throughout the continent. Alumni from ACPST courses will be encouraged to remain engaged in the Centre's activities through the establishment of an alumni network whose purpose will be to build an African peace and security community with expanded capacity to better manage the manifold challenges that confront the continent. The ISS will work in partnership with the Geneva Centre for Security Policy (GCSP) as an internationally renowned training centre with fifteen years' experience in training on peace and security policy. The Centre is scheduled to commence training early in 2012 for an initial pilot period of 18 months.

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[1] Assembly of the African Union, Fifteenth Ordinary Session, 25-27 July 2010, Kampala, Uganda, par 7. The Assembly, in decision (AU Decision 275 (XV)) welcomed the establishment of the ISS Peace Academy as "an important tool for the enhancement of Africa's capacity in the area of Peace and Security....

Strategic Objective: Contribute to improved peace and security in Africa through policy training at strategic levels.

Specific Objectives:
- Strengthen the institutional capacity of APSA;
- Support the establishment and delivery of a training programme for senior officials on African peace and security policy issues;
- Create and manage a community of practice on African peace and security through an Alumni programme.

3. PROJECT RATIONALE AND JUSTIFICATION

A number of peacekeeping training centres already exist in Africa. Many more are emerging. Recently, for example, the University of Stellenbosch in South Africa established a new initiative in this domain. In addition, the Universities of South Africa (UNISA), Namibia and Botswana have developed various academic products. This is in addition to Centres at Universities in Ethiopia, Nigeria, Ghana and elsewhere. Recently a number of international partners have commenced support to the Pan-African Research and Training Programme for Peace and Security at the Institute for Peace and Secuirty Studies (IPSS) at Addis Ababa University of Peace (which has an office at the same University) as well as organizations such as OSSREA (the Organization for Social Science Research in Eastern and Southern Africa – also working from Addis Ababa) and CODESRIA (Council for the Development of Social Science Research in Africa, based in Dakar, Senegal.

France has traditionally supported a number of military, police and gendarme training centres in West and Central Africa and the UK similarly in its former colonies. Recently the USA and the EU have also become active in this field. In support of the African Standby Force (ASF) international partners are supporting various regional centres of excellence in each of the five designated regions.[2] These centres provide a substantial amount of peacekeeping training. Long-standing initiatives such as the Norwegian funded Training for Peace (of which the ISS is a partner) have also been engaged in the provision of peacekeeping training in Africa

All of these institutions fulfil an important function to strengthen Africa's capacity to maintain peace on the continent. Each of these institutions and initiatives targets a particular niche. While a number aspire to the provision of regional training, most serve a largely domestic audience and need. Many focus on peacekeeping and or specific military skills or educational aspects.

The ACPST elevates the level and target audience of training from the operational to the strategic, and broadens the scope of training from peacekeeping to peace and security. This proposal is therefore predicated on the assumption that strategic level training to senior officials and security practitioners would directly enhance their capacity to implement the several policy frameworks on peace and security in Africa. An advantage of the ACPST will be its proximity to the African Union in Addis Ababa, Ethiopia as well as its emphasis on professional

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[2] EMPBamako; Management military school Koulikoro; FAS Dakar; KAIPTC Accra, LECIA, Accra; CPADD, Ouiddah; CPPJ, Porto Novo; Nigeria National college for logistics; Nigerian Defence College Abuja; Medical school, Niamey; EIForces Awae, CSID, Yaoundé; Staff college Libreville; Tropical military hospital Libreville; Engineer military school Brazzaville; police Training School Gaborone; Accord; ISS; APSTA; Peace Missions Training Centre Pretoria; RPTC Harare; IPCS Dar es Salaam; Staff College Kampala, IPSTC Karen; IMATC Karen; Navel Base Mombasa; Police School Algiers; CCCPA Cairo; Staff College Sebrata

development, as opposed to basic academic credentialing. The emphasis will be on ensuring that senior diplomats, officials and military officers are aware of the issues of political dynamics around major regional and global instruments. ACPST will form part of the ISS office in Addis Ababa, Ethiopia. Ethiopia's capital city, as the diplomatic hub of Africa, is home to a great number of international organizations and institutions able to benefit from the ACPST.

The ACPST's core activity will be the provision of expert training at the conceptual and strategic level in African peace and security for mid-career diplomats, military officers, and civil servants from African foreign, defence, and other relevant ministries, as well as from international organizations and non-governmental organizations engaged with African issues. Participants in ACPST courses will primarily come from Africa but will also include participants from the international community. Each course will accommodate as divers group as possible, balancing geographic origin, nationalities, professional affiliation, degree of experience, and gender. While its principal course (lasting up to three months) as well as short courses will be offered at the ACPST in Addis Ababa, the Centre will also offer needs-based courses elsewhere on the continent, as well as at the Geneva offices of GCSP.

The main elements of the Programme for this first 18 month pilot phase are: (i) institutional capacity enhancement and (ii) training development. Curriculum development through Training Needs Analysis and the Alumni programme will be major components of enhancing ACPST's capacity enhancement. The training development aspects of the programme will aim to deliver practical training along the sub-themes identified below.

4. TARGET BENEFICIARIES

The primary beneficiaries of the training courses and workshops will be mid to high-level African diplomats, military officers, senior officials ad functionaries within ministries relating to policy, prisons, justice, AU officials, officials from RECs in Africa, staff of the African Stand- by- Force (regional brigades), delegates from the African NGO community and research institutes. Applicants from non-African countries and organizations will also be accepted. Where appropriate, ISS research programmes may wish to use the Centre as an appropriate vehicle to deliver high quality educational outputs as part of their capacity building efforts. In this case funding will be provided by the relevant programme.

5. IMPLEMENTATION STRATEGY

Phase 1: The Institute has already identified a suitable location able to accommodate the enlarged ISS requirements and recruitment of key staff is ongoing. The ISS is also seeking a cooperation framework with AU Commission. Work will begin on selecting and launching the successful bidder for the Training Needs Analysis contract, due to report by mid-January 2012, helping to set the curriculum agenda for the Curriculum Advisory Committee, meeting soon thereafter.

Phase 2: The courses for the phase 2 will be selected from the following:
- African Security Management 2030 (duration: 2 weeks)
- New Issues in African Security (duration: 2 weeks)
- New Issues in African Security (duration 3 months)
- Governance, National Security and the Rule of Law (duration: 2 weeks)
- African Peacebuilding Training (duration: 2 weeks)
- Terrorism in the 21st Century (duration: 2 weeks)
- African responses to international crime (duration: 1 week)
- Advanced PSO Management (duration: 2 weeks)
- Curriculum Development Workshop (duration: 3 days) to prepare curricula on request for Key stakeholders.
- The programme and budget also provides for the furnishing of a number of additional two week training activities that will flow from the curricula development workshops.

Some of these courses are currently offered by the GCSP and will be adapted for the African environment, whilst others will be newly developed for the ACPST. Excluding the curriculum development workshops up to 19 courses are scheduled during this phase around 570 participants in total. Resources and demand will determine the incidence of courses being repeated and at what interval. More specifically, undertaking the various training activities will enable Centre to fine-tune its course offer.

In due course, the Centre will consider seeking recognition and accreditation courses of two weeks and longer, seeking advice on best practice from both the university sector and from OECD-DAC and UN agencies such as Department of Peace Keeping Operations (DPKO).

Finally, the Alumni network strategy will be developed and implemented, as well as distance-learning and collaboration platforms.

Phase 3: Full establishment of the Academy
Once fully operational (i.e. beyond the offerings listed in this pilot project), the Centre will present up to 41 courses over 36 months for around 1,230 participants. The courses to be presented will be selected from the list below, supplemented by the experience and demand experienced during the pilot phase:

- African Security Management 2030 (2 weeks)
- New Issues in African Security (3 month training course).
- Governance, National Security and Rule of Law (2 weeks)
- African Peacebuilding Training (2 weeks)
- Terrorism in the 21st Century (2 weeks)
- African responses to international crime (1 week)
- Advanced PSO Management (2 weeks)
- Curriculum Development Workshop (3 days) to prepare curricula on request for key stakeholders.
- Three two-week *ad hoc* 'on demand' training activities that will flow from the curricula development workshops.

During this phase we expect that an additional number of existing as well as newly developed training courses will be conducted in Addis Ababa and other capitals in Africa on an 'on demand' basis.

6. MANAGEMENT ARRANGEMENTS

The project will be implemented in coordination and close collaboration with the following key partners: UNDP, ISS, the Ministry of Finance and Economic Development and the Government of Japan. The project will be a UNDP project and the resources from the Government of Japan will be managed by UNDP Ethiopia. The project will run under the UNDP NGO Implementation modality and the ISS will be the main implementing partner. The resources will come from the Government of Japan who will also be involved in the project quality assurance.

The overall management and responsibility for the project will be under the UNDP Ethiopia Country Office who will provide a range of support services to project implementation. Namely: ensuring timely transfer of the resources from the funder and disbursement of resources to respective service providers based on national and UNDP procurement practices; continuous monitoring of operational and implementation process to ensure it is in line with national guidelines and policies as well as UNDP processes and advising on some issues where need be.

In terms of management and staffing the Centre will be headed by a Head and will have a relatively small core staff supported by contracted course leaders, specialists and others upon requirement. In addition, the ACPST will share various support staff with the ISS office in Addis Ababa and other relevant programmes.

The project's steering committee shall comprise the Government of Cameroon through MINREX, MINDEF, MINEPAT, the Japanese Embassy and UNDP. It shall be co-chaired by MINEPAT and UNDP and meet at least once a year.

Audit arrangements

Project financial management and audit is an essential function that supports accountability for the use of UNDP managed resources. As an NGO implementation, the audit will be as per regulations through the regular external audit processes. In doing this, all stakeholders (ISS, UNDP, MoFED and the Government of Japan) are expected to provide relevant and timely information to auditors to effectively deliver their mandates.

Structure and Staffing

The Centre will be managed and administered by the ISS in Addis Ababa, Ethiopia, sharing resources and infrastructure with other ISS programmes in the interests of cost savings. The initial staff complement will be as follows, with additional staff recruited towards the end of Phase 3, i.e. during 2013 (the grading numbers are in accordance with the Patterson system used by the ISS):

1) Head of the Centre;
2) Programme Coordinator;
3) Receptionist;
4) Facilities Support/Clerk/Driver.

The Centre will also offer an internship as part of its capacity-building strategy. These would typically be attached to the Centre for six months at a time.

The ACPST will draw upon various resources for its teaching and instruction. Most obvious is the large number of ISS research staff across its various offices as well as the expertise and experience of the GCSP faculty. The intention is not, however, that ISS or GCSP staffs dominate in the presentation of courses. Drawing upon the rich diversity of the thousands of African practitioners and academics deployed at national institutions, at universities and in regional organizations, the Academy will ensure that it draws its teaching staff for specific courses from the best and most relevant. To this end the budget allows for an average of five guest speakers per course-week.

The Head of the Centre will be responsible for:

- Guiding and directing the academic development of the Centre and its various courses;
- He/she will also be expected to undertake a limited amount of teaching;
- Fundraising;
- Managing stakeholder relations, networking and liaison on behalf of the Centre and the ISS;
- Participation in the management of the ISS;
- Financial management in line with ISS policy;
- Quality assurance and approval of donor reports; and
- ACPST staffing issues including recruitment, performance management, development, leave, grievance and disciplinary management, etc.

For every course longer than one week the Head will identify a course leader.

Under the direction of the Head, the Programme Coordinator will:

- Ensure effective planning, preparation and the smooth running of individual courses as assigned;
- Contribute to course development;
- Manage communication with trainers and participants;

The ACPST will share the support staff of the existing Institute office consisting of office accountant and accounts assistant as well as office administrator, drivers, receptionist, cleaner and IT consultant.

Selection of Participants: Various methods will be used to advertise the course and workshops including the solicitation of nominations from national ministries (such as foreign affairs, defence, police, justice, prisons etc). A call for applications will be posted on appropriate websites. Every effort will be made to ensure that the application procedure is competitive to enable a meaningful deliberation at the training courses and workshops. Some of the courses will target specific stakeholders and will be by invitation only.

Alumni Network: In order to ensure maximum impact and sustainability of the training courses and workshops, an alumni programme will be established. Participants at the various courses will automatically become members of the Alumni Network: which will be maintained through online discussion groups, a quarterly newsletter, conducting annual policy seminars and creating a database that outlines the expertise of each alumnus. The alumni will also have ongoing access to ISS and GCSP resources. These efforts ensure that experts' knowledge is continuously up-dated or tapped into when needed. It also further enhances collaboration between decision makers and relevant stakeholders, thus increasing the quality and effectiveness of African responses to new challenges to sustainable human security.

7. PARTNERSHIPS AND COORDINATION

Although the Centre will be established as a partnership between the ISS and the Geneva Centre for Security Policy (GCSP), it will be managed and run by the ISS. The ACPST will draw upon the reputation and support of the ISS in the provision of high quality research, conferences and dialogue, as well as the reputation of the GCSP as an internationally renowned training centre with fifteen years of experience in this field.

Located in proximity of the African Union in Addis Ababa, the ACPST core activity will be the provision of expert training at the conceptual and strategic level in sustainable human security policy and global issues for mid-career diplomats, military officers, and civil servants from African foreign, defence, and other relevant ministries, as well as from international organizations engaged with or working on African issues. Participants in ACPST courses will primarily come from Africa but also include participants from the international community and non-African organizations.

The ACPST will be part and parcel of the ISS – an organization with an established reputation for research excellence and technical assistance in Africa. The ISS office in Addis Ababa was established in 2005 and has grown from a small unit of three persons to a regional office of almost 30 staff working towards the African Union and the Intergovernmental Authority on Development (IGAD) on a range of issues.

While Centre will be fully integrated into the larger ISS structure, it will maintain close links with the ISS partner institution GCSP, with GCSP staff training and faculty involvement for course organization and curricula development in accordance with its established standards.

8. PROJECT PARTNERS

The main project partners for this project will be the Institute of Security Studies, UNDP, Ministry of Finance and Economic Development of the Federal Democratic Republic of Ethiopia and the Government of Japan.

The Institute for Security Studies: The Institute for Security Studies (ISS) is a regional applied policy research think tank with offices in Addis-Ababa, Cape Town, Nairobi, Pretoria (where the head office is located) and Dakar, with an exclusive focus on sustainable human security in Africa. Its research and interactions are practical and policy oriented. The mission of the institute is to conceptualise inform and enhance the debate on sustainable human security in Africa in order to support policy formulation and decision-making at every level.

With staff from 17 African countries, the institute is one of the premier sources of information on human security in Africa with a large websites and around 100 publications per annum. These include monographs, papers, books, journals (the African Security Review and the Crime Quarterly) as well as a number of electronic publications.

In Ethiopia the Institute is registered as a research association with the Ministry of Justice through certificate number 1290 dated 29th June 2005. The institute is currently in discussions to enter into an appropriate host country agreement with the government of Ethiopia.

Geneva Centre for Security Policy: GCSP was established in 1995 under Swiss law as an international foundation with the purpose to "promote the building and maintenance of peace, security and stability", by the Swiss Federal Department of Defence Civil Protection and Sports, in cooperation with the Swiss Federal Department of Foreign Affairs. Initially, a Swiss contribution of Partnership for Peace (PIP) it has since grown to service a broad security policy community around the world.

GCSP is engaged in four areas of activities:
* Training in international peace and security , with a special focus on the global environment;
* Research;
* Workshops and conferences; and
* Fostering of Dialogue.

The GCSP's core activity is the provision of expert training in comprehensive international peace and security policy for mid-career diplomats, military officers, and civil servants from foreign, defence, and other relevant ministries, as well as from international organisations. Participants in GCSP courses come from around the world: including Africa, Asia, Europe, Latin America and North America. In addition to its three principal courses (each lasting from three to nine months) offered in Geneva, the GCSP also offers tailor-made courses in Amman, Bamako, Dakar, Geneva, New York, Sarajevo, and other locations. Alumni from GCSP courses remain engaged in the Centre's activities.

9. MONITORING AND EVALUATION FRAMEWORK

The implementation of the Project will be in accordance with the programming policies and procedures outlined in the UNDP User Guide. The Project is to be implemented within 18 months (December 2011 – May 2013). The Project closure is expected by June 2013. The project will be monitored through quarterly report to project board members on the basis of the AWP.

An annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. Based on the annual Review Report an Annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP). Final project review will be undertaken at the end of the project period. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

10.   POTENTIAL RISKS/RISK MANAGEMENT

Some of the risk that could undermine the programme includes:
- Challenges in the partnership with GCSP
- Inability/failure of the African States to send personnel for training
- Large scale conflict which threatens the location of ACPST

Ethiopia is a stable country and there is little likelihood of large scale conflict. As ISS and GCSP continue to collaborate, the partnership between them is enhanced. It is therefore unlikely that, the partnership will face major challenges. Even in that eventuality, ISS is a reputable organization on its own and is therefore able to achieve project outcomes on its own, if need be.

The trend for the past decade indicates that African States are becoming increasingly, not less interested in peace and security. Their participation in ACPST courses is therefore a high possibility.

PROJECT RESULTS AND RESOURCES FRAMEWORK

UNDAF outcome:				
Project specific indicators: the project will enhance institutional and human capacity in peace and security management at middle and senior levels in order to effectively prevent, respond to and mitigate conflict and maintain peace and security on the continent. Baseline: to be established Targets:				
Applicable focus areas in strategic plan				
Partnership strategy:				
Project title: Institutional capacity enhancement and training Programme at the African Centre for Peace and Security Training				
Intended outputs	Output targets (for year)	Indicative activities	Responsible parties	Inputs (USD)
Institutional capacity for training in peace and security enhanced	1.1 Four project staff recruited 1.2. Environment of the training improved 1.3 All project staff trained on key skills in their areas of responsibility	1.1.1 Recruitment of essential project staff 1.2.1 Procurement of office equipment and IT materials 1.3.1 Project staff training	GCSP/ISS/ACPST	361,586
Capacity for analysis, application, and implementation of major peace and security instruments in Africa enhanced	2.1 Two Programme familiarization workshops conducted 2.2 Needs assessment for training in 10 institutions identified	2.1.1 Conduct Programme familiarization workshop to stakeholders 2.2.1 Undertake needs assessment for training 2.2.2 Travel fee for consultant to assess the	GCSP/ISS/ACPST	114,604

		needs for capacity training		
	2.3 One comprehensive curriculum developed	2.3.1 Curriculum development informed by Training Needs Assessment		
		2.3.2 Purchase of books and subscription for resource centre		
A community of senior practitioners with a deep knowledge and understanding of African peace and security issues built through the ACPST training courses, and as a result of that, an ACPST Alumni Network established.	3.1 Fifty middle to high level African officials trained	3.1.1 Conduct training on emerging issues on African peace and security 3.1.2 Deploy at least one subject-matter-international expert either from Japan or other regions for the training 3.2.1 ISS management and admin costs	GCSP/ISS/ACPST ISS/GoJ	360,810
UNDP 7% GMS				**63,000**
Total				**900,000**

ANNUAL WORK PLAN AND BUDGET

Expected outputs	Key activities	Timeframe							Responsible party	Fund source	Budget description.	Amount (USD)
		2011	2012				2013					
		Q4	Q1	Q2	Q3	Q4	Q1	Q2				
Institutional Capacity for training in peace and security enhanced	1.1.1 Recruitment of project staff (ACPST head, Training Coordinator, Programme Assistant and Office Assistant)	10,000	45,000						ACPST /ISS	GoJ		55,000
	1.2.1 Procurement of office equipment and IT materials		50,294	50,294	50,294	50,294	50,294	50,294	ACPST /ISS	GoJ	Salary costs	301,764
	1.3.1 Project staff training			2,000		2,822			ACPST /ISS	GoJ	Training costs	4,822
Capacity for analysis, application, and implementation of major peace and security	2.1.1 Conduct Programme familiarization workshop to stakeholders		18,000						ACPST /ISS	GoJ	Workshops costs	18,000
	2.2.1 Undertake	5,350	20,000						ACPST	GoJ	Consulta	25,350

instruments in Africa enhanced	needs assessment for training								/ISS		ncy	
	2.2.2 Travel fee for consultant to assess the needs for capacity training		14,084						ACPST /ISS	GoJ	Travel costs	14,084
	2.3.1 Curriculum development informed by TNA		30,000		10,000		12,170			GoJ		52,170
	2.3.2 Purchase of books and subscription for resource centre		3,000			2,000			ACPST /ISS	GoJ	Procurement of books	5,000
A community of senior practitioners with a deep knowledge and understanding of African peace and security issues built through the ACPST training courses, and	3.1.1 Conduct training on emerging issues on African peace and security		126,154	126,154						GoJ		252,308
	3.1.2 Deploy at least one subject-matter-international expert either from Japan or other regions			10,000								10,000

as a result of that, an ACPST Alumni Network established.	for the training.									GoJ		
	3.2.1 ISS management and admin costs		10,247	10,247	10,247	10,247	10,247	10,247		GoJ		61,482
	Office running cost (office rent and communication)		6,170	6,170	6,170	6,170	6,170	6,170				37,020
UNDP 7% GMS												**63,000**
Total		**15,350**	**324,615**	**196,531**	**78,377**	**73,199**	**80,547**	**68,381**		**GoJ**		**900,000**