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Programme to Strengthen the Federal Democratic Republic of Ethiopia, Peace Support Training Centre (FDRE-PSTC)



Final Report-PSTC Project (March 2017-September 2018)

November 2018,
ADDIS ABABA

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ACRONYMS

AAU/IPSS	Addis Ababa University/ Institute for Peace and Security Studies
APSA	African Peace and Security Architecture
APSTA	African Peace Support Trainers Association
ASF	African Standby Force
AU	African Union
AUC	African Union Commission
AU PSDO	African Union Peace Support Operations Division
AWP	Annual Work Plan
EASF	East African Standby Forces
EBC	Ethiopian Broadcasting Corporation
FDRE-PSTC	Federal Democratic Republic of Ethiopia, Peace Support Training Center
GIZ	German Development Cooperation
GOE	Government of Ethiopia
GOJ	Government of Japan
IAPTC	International Association of Peacekeeping Training Centers
IGAD	Inter Governmental Authority on Development
ISS	Institute for Security Studies
PKMD	Peacekeeping Main Department
PKO	Peacekeeping Operations
PSD	Peace and Security Department
PSO	Peace Support Operations
POTI	Peace Operations Training Institute
TNA	Training Needs Assessment
UN	United Nations
UNAMID	United Nations-African Union Hybrid Operation in Darfur
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDPKO	United Nations Department of Peacekeeping Operations
UNDPA	United Nations Department of Political Affairs
UNISFA	United Nations Interim Security Force In Abyei

1. Project summary

Project Title:	Project to Strengthen the Federal Democratic Republic of Ethiopia -Peace Support Training Centre (FDRE-PSTC)
Country/Location	Ethiopia: Addis Ababa
Award ID and Project Number	Award ID: 87336 Project Number: 75414
Project Duration	March 2017-March 2018
Extension(s) (if applicable):	April-Sept 2018 (six months no-cost extension)
Implementing Agency	Ministry of Defense, FDRE
Responsible Party	Federal Democratic Republic of Ethiopia, Peace Support Training Center (FDRE-PSTC)
Total Budget	USD 180,000.00
Contribution from Government of Japan	USD 180,000.00
Total Expenditure	USD 180,000.00
UNDAF OUTCOME(S)	Capacities of national and regional actors for conflict prevention and transformation enhanced.
Expected Project Outputs	<ol style="list-style-type: none"> 1. Enhanced Institutional capacity for applied research, conflict analysis, training design, that address regional Peace Support Operations (PSO) needs as well as peace and security policy development at regional level. 2. Improved regional multinational and multidimensional PSO capability of civilian personnel to address the evolving peace and security situations. 3. Increased capacity of regional police deployed in PSO in Eastern Africa or wider Africa. 4. Enhanced regional standby capacity of civilian experts for peacekeeping missions and peace building elements of the East African Security Forces.
Country office focal point(s):	Mr. Afework Fekadu
Report prepared by:	Afewerk Fekadu
Date of Report:	December 2018

2. Executive summary

This is a Final Narrative Report of the project entitled "*Strengthening the Federal Democratic Republic of Ethiopia- Peace Support Training Center (FDRE-PSTC)*" for the period from March 2017-September 2018 (including the six months no-cost extension from April-September 2018). The Federal Democratic Republic of Ethiopia, Peace Support Training Center (FDRE-PSTC) was established by the Ethiopian Ministry of National Defense in 2010. The Center was established as part of Ethiopia's commitment to contribute to regional security and stability, and the Center is intended to help build and share Ethiopia's long years of experiences and good practices in peace support operations with other states in East Africa specifically and Africa more broadly. Further, it is expected to enhance regional standby capacity of military, police, and civilian experts for Peacekeeping missions and Peace-building elements of the East African Standby Force (EASF) and the African Standby Force (ASF).

The FDRE-PSTC aims at strengthening all aspects of peace operation training in Ethiopia and Africa, by addressing critical training gaps in peace keeping operations of the African Union and the United Nations. The center, by attracting trainees from across Africa, contributes to enhance regional standby capacity of experts for peace operations of the East Africa Standby Force (EASF) and the African Standby Force (ASF). The FDRE-PSTC also helps to enhance the capacity of Ethiopia to build the necessary skills and abilities required in all PKOs; improve the quality/extent of Ethiopia's peacekeepers' participation/contribution to the UN and the AU as well as the peace keeping aspects of the African Standby Forces (ASF). To realize this objective, FDRE-PSTC has been providing trainings on conflict prevention, conflict management and post conflict recovery courses with the generous financial and technical support from the Government of Japan and technical support from UNDP.

Under this project, two outputs were designed to strengthen capacity of FDRE-PSTC and enabled to deliver following results; The FDRE-Peace Support Training Centre has conducted a 10-day international training on post conflict recovery from 05-16 June 2017 in its own training facilities. The participants of the course were senior and middle level military, police, and civilian officers from Ethiopia, Comoros, Burundi, South Sudan, Mali, Liberia, Central Africa Republic (CAR), Tanzania, Sudan and Uganda. The total number of participants is 31 out of which 3 are civilian experts, 2 police, and 26 from the military. Out of the total participants, 3 are female. The Centre has also organized an international training on conflict prevention course which was conducted from 04-14 December 2017. (page 10, 4.2.1) A total of 29 participants have attended and completed the training course. The trainees are from Ethiopia, Somalia, Uganda, Mali, Liberia, Cameroon, Central Africa republic (C.A.R), Rwanda, Burundi and Sudan. Out of the total trainees, 23 are from the military, 3 from the civilian experts and 3 from police officers; and out of them 3 were female practitioners. (page 9, 4.2.1) Since this section is an Executive Summary, it would be good if we could provide a summary of key results of other outputs apart from 4.2.1.

As a result of the above-mentioned courses, the skills and knowledge of trainees (local and international peacekeeping practitioners) have been enhanced on conflict prevention and

3. Description of the project

3.1 Project objective

The "Project to Strengthen the Federal Democratic Republic of Ethiopia-Peace Support Training Centre (FDRE-PSTC)" aims to enhance technical qualities of peacekeeping\peace support operation trainings in Ethiopia and Africa in general by addressing critical training gaps in peacekeeping/peace support operations of the African Union and the United Nations. Through strengthening the operational capacity of the center, it is expected that the capacity of Ethiopia vis-à-vis the skills & abilities required in all PKOs will be enhanced and the quality/scope of Ethiopia's peacekeepers' contribution to the UN, AU and to the African Standby Forces (ASF) will be improved. As a Center of Excellence, it is further expected that the center will continue training of national and foreign peacekeeping actors.

The Ethiopian Government has recognized the need for very specific training to enhance skills, and knowledge on PKO, for Ethiopia to be successful in its ambition to support peacekeeping operations up to the expectations of the AU and the UN, and to meaningfully contribute to strengthening peace, security and stability in the wider region. Ensuring both national and regional security is one of the major orientations of Ethiopia's national and foreign policy that believed to be instrumental in sustaining the development effort of the country. Participating in PKO requires very specific knowledge and skills at all levels. To this effect, specific and targeted courses including conflict prevention, conflict management and post conflict recovery are focus area of support to the PKO to effectively contribute to regional and country level conflict management initiatives.

Given this strategic direction, this project is designed to support and provide capacity development to the FDRE-PSTC to become a regional and international centre of excellence in peacekeeping, peace building and conflict resolution training with special emphasis on organising integrated training programmes that would enable Ethiopia and other states to deploy capable military and civilian practitioners in peacekeeping/peace support operations.

The FDRE-PSTC has the following major objectives:

- a) enhance institutional capacity for applied research, conflict analysis and management, and training design that addresses regional Peace Support Operation (PSO) needs and supports peace and security policy development at regional level;
- b) develop improved regional multinational and multidimensional PSO capability of personnel including increase capacity of regional police deployed in PSO in Eastern Africa or wider Africa to address evolving peace and security situations;
- c) enhance regional standby capacity of civilian, military and police experts for peacekeeping missions and peace building elements of the East African Standby Force (EASF).

Specific objectives that the project expected to attain include:

1. Institutional capacity of the PSTC strengthened
2. Human capacity for peace keeping operations, conflict prevention, management, early warning and post-conflict recovery improved through the provision of relevant various training

3. Quantity and quality of Ethiopian peacekeepers' participation to the UN, AU and ASF improved

3.2 Project target groups

UNDP and Government of Japan have been supporting the FDRE-PSTC towards enhancing its capacity for center of excellence, with a special niche in organizing integrated training programmes that enable Ethiopia and other states to deploy able civilian practitioners in peacekeeping operations. The direct beneficiaries of the project include the relevant security institutions and personnel from Ethiopia and other member states of the IGAD and EASF staff. Indirect beneficiaries are the people of the sub-region and the international community as a whole.

3.3 UNDP added value

UNDP's Strategic Plan (2014-2017) has a commitment to supporting capacity development in programmes and projects to reduce and manage risks of conflict through investments focusing on enabling environments, well-functioning organizations and a well-performing human resource base which provide the necessary foundations to plan, implement and review development strategies and programmes. The Strategic Plan further commits to increasing development effectiveness through national ownership, effective aid management and South-South cooperation so that countries can sustain their development gains in the face of conflict and rebound more quickly and strongly. The objective of UNDP's support to the training center is to contribute to sustaining all aspects of peace operation training in Ethiopia and Africa in general through effective project management and quality assurance, but also in promoting and supporting triangular cooperation (South-North-South).

4. Major project results and achievements

4.1. Output 1: Strengthened capacity of FDRE-PSTC

4.1.1. Conduct FDRE-PSTC experience sharing visit to other centers of excellence

As part of a managerial and institutional capacity building effort, the senior level experience sharing tour was conducted in Japan. The members of the tour were the senior leadership of the Centre-heads of the Peacekeeping Main Department (PKMD) and PSTC. This study tour was focused on learning from the experiences of Japan in global peacekeeping operations in training, research, planning and implementation of international training courses. The structure of the study tour was comprised of two components: Discussion with senior officials at the Ministry of Defense and the Ministry of Foreign Affairs and visits at selected facilities in different locations.

As a result of this mission, the partnership and networking ties with JPTRC are more strengthened. Agreements reached for further staff exchange to learn more good practices and lessons from the Japan Peacekeeping Training and Research Center (JPTRC) in planning, organizing and implementing peacekeeping trainings and research. Accordingly, four teaching staff of the PSTC will be travelling to Japan in July 2019 to attend the Contingent Commanders Course (CCC) in the JPC.

The participants of the study tour have undertaken the following during their visit:

- Discussed and learned good practices and lessons from the Japan Peacekeeping Training and Research Center (JPC) in planning, organizing and implementing peacekeeping trainings and research.
- Learned from officials of the Ministry of Defense the rationale and need for an integrated approach in future peacekeeping operations.
- Shared ideas with other officials and professionals in the Ministry of Foreign Affairs on future undertakings regarding networking and the south-south cooperation.
- Exchanged views on how to improve partnerships for the promotion of high-level policy dialogue between Japan and Ethiopia to promote social stability for shared prosperity in view of the peace and security agendas in the region.

4.1.2. Undertake Training of Trainers Course (TOT)

The FDRE-PSTC has conducted a TOT course for internal instructors as well as other instructors from the Contingent Pre-Deployment Training School. The TOT course is based on sound adult learning principles and focuses on a transformative process aimed at expanding participants self confidence in using advanced and participatory training and facilitation methods as well as applying good practice in planning, designing and evaluating training. The aims of the TOT course are to enhance participants capacities to design trainings, to build participants knowledge and skills in facilitation skills and to enhance participants knowledge to evaluate their training programmes.

The specific areas of focus include: Introduction to Adult learning; Exploring the roles of a facilitator/trainer; Communication skills that enhance inclusion and respect; Designing a training curriculum; Facilitation skills and techniques; Practical exercises on designing and facilitating trainings; Exploring how learning for change takes place /evaluating a training programme. A total of 22 participants (19 drawn from the military and 3 civilians) have attended the ToT course. Below is a feedback taken from the participants of the ToT course: *One of the participant from the Contingent Training School reflected that, "this was my first time to attend such a training, it was a great opportunity to get knowledge and skills in training methodologies and I am committed to using it in my future adult training and peace building works."*

4.1.3. Undertake/facilitate a discussion forum among stakeholders and peacekeeping actors

This activity intended to create a platform for networking and discussion forum among key stakeholders and peacekeeping practitioners. The forum is thought to be very essential in light of consolidating lessons and best practices that could be shared with the Centre for further improvement of its training services in terms of quality and scope. During the one-day discussion forum held on 02 May 2018, PSTC presented its newly endorsed strategic plan. The purpose of the strategy was to provide a pathway for next three years to better anticipate the centre's activities to accomplish its mission and to set the conditions for the longer-term vision.



Various stakeholders participated on peacekeeping dialogue forum

The strategy identifies the core objectives and priorities for the coming year which, once achieved, would enhance the centre's capacity to deliver first class training and education to a diverse regional audience comprising military, police and civilian personnel. In addition, it would provide stakeholders, including the international donor community, with a clear message of intent thereby creating opportunities for further

and new cooperation. According to the briefing delivered by PSTC, major grounds in which Ethiopian peacekeepers registered success are UNAMID, UN Interim Security Force for Abyei (UNISFA), UNMISS and AMISOM where Ethiopian peacekeepers have won the trust of both sides of the warring parties. Participants of the forum praised Ethiopia for its resolute commitment to ensuring global peace through its peacekeeping contribution. Ethiopia is one of the top troop-contributing countries to the UN with more than 12,600 peacekeepers on the ground, according to the UN.

The one-day discussion forum was attended by forty-five (45) Representatives from different Embassies and the key donors and contributed to build consensus amongst them to further assure their continued support to PSTC in areas of peace and security as well as undertaking capacity building programs in manpower towards stability in the Horn of Africa region. They praised Ethiopia's six decades old peacekeeping contribution to the world starting from the Korean war of 1950-53 to present day peacekeeping operations particularly in the Horn of Africa region in troubled nations like Somalia. Commandant of the PSTC and other Department Heads on their part called on partner nations to give sufficient assistance to peacekeeping operations in which Ethiopian peacekeepers are participating. Ethiopia is currently the largest peacekeeping contributing nation in Africa and is among top four peacekeeping forces contributing nations globally.

4.2. Output 2. Courses on Conflict Prevention and Post Conflict Recovery rolled out and skills and knowledge of local and international peacekeeping practitioners have been enhanced and Courses rolled out using the Centre's own curriculum package



photo: Opening ceremony on Conflict Prevention training course (Ambassador of Japan, heads of PSTC Centre UNDP and other representatives and trainees (local and international; peacekeeping practitioners)

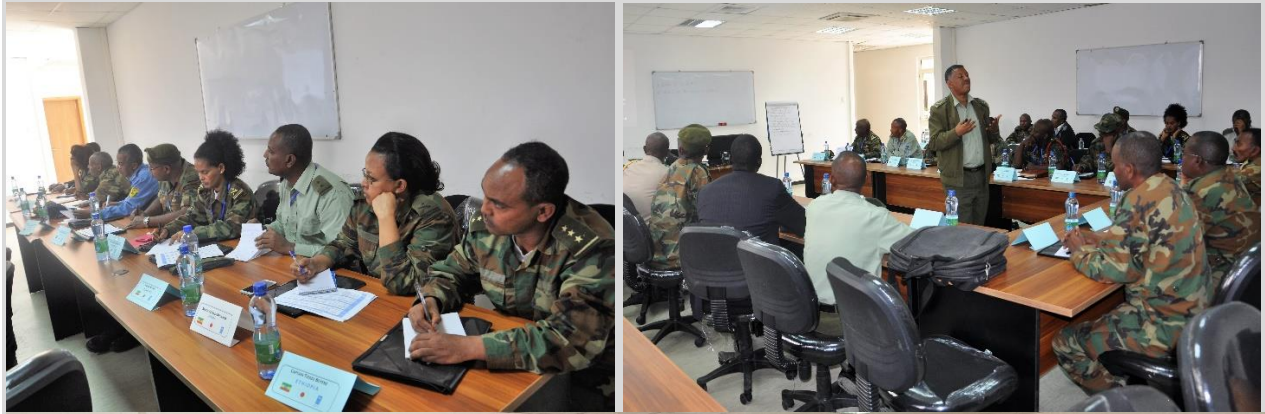
4.2.1. Training on Conflict Prevention Course;

The overall aim of this course is to provide knowledge and expertise on conflict prevention through an understanding and explanation of the factors that cause and trigger conflicts. The course is therefore, aimed at contributing to the implementation of the African Peace and Security Architecture (APSA). During the period under reporting, FDRE-PSTC conducted a course and trained a total of also 29 practitioners (19 from Ethiopia and 10 from other African countries). The participants are drawn from the military (23), police (3) and civilian (3). The countries participated on this training include: Somalia, Uganda, Mali, Liberia, Cameroon, C.A.R, Rwanda, Burundi, Sudan and Ethiopia. The number of female participants is 3.

4.2.1. Training on Post Conflict Recovery Course;

The post-conflict recovery course was aimed to familiarize participants with the issues of post-conflict recovery, peace-building and state-building. This course aims to enhance the knowledge and skills of the participants on the fundamental concepts of post- conflict recovery. The ability to understand post-conflict recovery, peace- building and state-building cultivates the habits of critical thinking and develop sensitivity to the clear and accurate use in PKOs/PSO. The course provided an overview of post-conflict recovery with major emphasis on mandates and tasks of

UNPKO/PSO, and specific issues such as DDR, SSR, gender issues, child protection, human rights and rule of law.



Local and international trainees during training sessions on conflict prevention and post conflict recovery courses

During the reporting period, FDRE- PSTC trained a total of 31 practitioners (20 from Ethiopia and 11 from other African countries). They are drawn from the military (26), police (2) and civilian (3). The participating countries include: Cameroon, Burundi, South Sudan, Mali, Liberia, C.A.R, Tanzania, Sudan, Uganda and Ethiopia. The number of female participants is 3.

SUMMARY OF PROGRESS AGAINST TARGETS as of 30 September 2018			
Output, Indicator and Target	Key Activity and Results	Achievement against target	Actions required
Output 1: Strengthened capacity of FDRE-PSTC Indicator: Number of staff trainers acquired national and international experience and skills. Baseline:0 Target: 4 and 15	*1.1.1. Conduct FDRE-PSTC Experience sharing visit to other centers of excellence (2 senior staff members visited Japan)	Partially achieved*	As a result of this mission, the partnership and networking ties with JPTRC are more strengthened. Agreements reached for further staff exchange to learn more good practices and lessons from the Japan Peacekeeping Training and Research Center (JPC) in planning, organizing and implementing peacekeeping trainings and research. Accordingly, four teaching staff of the PSTC will be travelling to Japan in July 2019 to attend the Contingent Commanders Course (CCC) in the JPC.
	*1.1.2. Undertake Training of Trainers Course (TOT) (22 participants attended the course)	Fully achieved	
	*1.1.3. Undertake/facilitate a discussion forum among stakeholders and peacekeeping actors. <i>The discussion forum was attended by forty-five (45) Representatives from different Embassies and the key donors and contributed to build consensus amongst them to further assure their continued support to PSTC in areas of peace and security as well as undertaking capacity building programs in manpower towards stability in the Horn of Africa region.</i>	Fully achieved	
Output 2: Skills and knowledge of Peacekeeping	2.1.1. Undertake training on post conflict recovery course (31 trainees attended the course)	Fully achieved	

<p>Practitioners enhanced and Courses on post conflict recovery and conflict prevention rolled out using the center' own curriculum package.</p> <p>Indicator: <i>Trained and skilled national and international peacekeeping practitioners developed</i></p> <p>Baseline: 47 trainees;</p> <p>Target: 64 trainees;</p>	<p>2.1.2. Undertake training on conflict prevention course (29 trainees attended the course)</p>	<p>Fully achieved</p>	
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Remark: * The experience sharing visit to other centers in Africa (2nd round) is not conducted due to delays on formal confirmation from the center proposed to be visited.

Strategic Partnership and Networking

The PSTC has already established partnerships with the following institutions and partners, and will endeavour to develop more in the future:

- The Governments of: Japan, United Kingdom, Germany, France, Brazil, the United States, Denmark, the Netherlands, Turkey, Finland and Italy.
- United Nations Development Programme.
- Kofi Annan International Peace Support Training Centre, Ghana.
- International Peace Support Training Centre, Kenya.
- Peace Operations Training Institute, specializing in e-learning.
- Institute for Security Studies.
- Institute for Peace and Security Studies.

All activities at the centre have been conducted in collaboration and with the support of the Centre's partners. PSTC owes much to the Government of Japan and other partners for their support to the construction of the centre and continual assistance in the funding and delivery of short courses. Likewise, Germany is in the process of constructing an accommodation block for 60 students that will help to make the centre autonomous in accommodating, feeding, training and educating personnel on site. The centre is highly indebted to all partners and looks forward to working with them, and hopefully others, over the coming years.

Visibility/publicity of the project

The visibility of the center to a wider audience has been further enhanced through wide media coverage during the opening and closing ceremonies of the post conflict recovery and conflict prevention courses. In addition ,internal publications, banners and other promotional brochures have also been produced and circulated to a wider audience. The work of the Center has also been posted on UNDP's global portal.

<http://www.et.undp.org/content/ethiopia/en/home/presscenter/articles/2017/11/15/undp-japan-continues-to-build-the-capacity-of-peacekeeping-exper.html>

<http://www.et.undp.org/content/ethiopia/en/home/presscenter/articles/2018/02/28/undp-japan-renew-their-commitment-to-support-ethiopia-peace-supp0.html>

<http://www.afro105fm.com/afrofm.com/2018/04/26/ethiopias-peace-support-training-centre-gets-capacity-building-project/>

5. Major implementation challenges, lessons learnt and recommendations

Challenges

Although the center has benefitted from continual growth since its inception, there is still a problem associated with logistics and support staff. It is now very important for PSTC to solve its logistical problems that constrained the smooth coordination of some project activities. These include a shortage of vehicles as well as administrative support staff affected some part of facilitation of the project implementation.

Lessons Learnt and best practices

The followings are the major lessons learnt from the implementation of the project during the reporting period:

- The centre has continued to grow year to year in collaboration with partners from the international community. During the start of its operations, the capacity of the training center was limited to run only 5 courses per year. The reason was the shortage of facilities and staff. The number of potential partners was also very limited. For instance: In 2014, with the financial support of the GoJ, the centre has provided a training only for 28 peacekeeping practitioners on conflict prevention. To date, through its activities, the centre has trained over 300 local and international practitioners and facilitated the generation and sharing of best practices. It also delivers over 20 short courses per year including: conflict prevention, conflict management, post-conflict recovery, UN military observers, UN and AU staff officers, protection of civilians, gender, international humanitarian law, logistics, media operations, lessons learned, train the trainer and Civil Military Coordination (CIMIC).
- As indicated in the project document, one of the intended outputs of the project is to increase the capacity of the teaching staff, the internal instructors at FDRE-PSTC have developed important in-house knowledge and skills in planning, organizing and implementing of multidimensional peacekeeping trainings.
- FDRE-PSTC introduced its detail action plan for the year and had carried out discussions with internal staff and the Embassy of Japan to resolve implementation challenges immediately. This is a good practice that helped to align activities and anticipate challenges that needs to be sustained going forward.
- The Centre has been working to strengthen partnership and collaboration with different stakeholders both at home and abroad. This includes partnership with IPSS, AU, UN, the Governments of Japan, UK, France, USA, Germany, Brazil, Denmark, as well as other national and international organizations. This collaboration has been strengthened so as to ensure a commitment to build capacity for effective planning, implementation and proper utilization of donor funds, paving the way for enhancement of peace support capacity.
- The partnership and collaboration with key stakeholders helped the center to get guest instructors for its international training courses conducted at different times. The professional mix and diversity of the guest instructors in terms of educational background and work experience helped to enrich the courses conducted during the reporting period.
- The strong commitment and support demonstrated by key stakeholders (Japan, UNDP, and PSTC) has made it possible for the center to successfully steer the project to achieve results which have contributed to the country's key role in peace support operations.
- Frequent management meetings were held during the year to discuss and review implementation challenges and come up with workable options and this has largely helped the project to expedite implementation.

Major Recommendations

- As reported during the previous project period, the significant portion of routine tasks in organizing international courses requires significant administrative work. It is imperative to assign a dedicated and strong administrative support personnel throughout the whole course process, from planning to the implementation phase to reduce the unnecessary delays in the project delivery.
- It is recommended to revise the remuneration scale for local and international consultants who are invited to facilitate international courses. The existing pay scale indicated in the Programme Implementation Manual (PIM) is currently not attractive to hire qualified guest instructors.
- It is critical to provide adequate attention to gender balance in the training courses. Due attention needs to be provided to gender issues both in the delivery of the courses and in attracting a higher number of women in training.

6. Conclusion

The PSTC will endeavour to continually improve the quality of its training and educational outputs to reflect the highest international standards, in order to fill the capacity needs of peace support operations conducted by the UN or the AU. In this regard, the PSTC will take all necessary actions to reach excellence and be an integral part of the peacekeeping community.

The center ensured a quality project implementation and contributed in providing state of the art training on internal peace keeping operations. The training strategy encouraged individual trainee's creativity, as well as group learning. In addition, emphasis was given to sub-regional and regional context and experiences. The diversity of the course instructors in terms of educational background and professional experiences helped to discuss wide thematic areas and to this end, participants of the training have also appreciated the diverse group of instructors.

During the period under reporting, attempts have been made to carefully select highly qualified and experienced practitioners, experts, senior policy advisors from various national, regional and international organizations. The methodology focused on facilitating the sharing of practical skills among participants.

As a result, the main objective of the project, strengthening the institutional functionality of the FDRE-PSTC was met. As Ethiopia is continuing to be one of the top peacekeeper contributors in the international community, and with the increasing demand for its peacekeepers, it is vital to enhance the functional capacity of FDRE-PSTC to plan and organize courses that would enable peacekeepers to effectively and efficiently deliver mission mandates.

In addition, as a growing center of excellence, the reality calls upon FDRE-PSTC to focus on further strengthening its institutional standing and capacity with the required knowledge, skills, and attitudes as well as logistical support to perform effective implementation of peacekeeping training

and related duties. It goes without saying that FDRE-PSTC could effectively and efficiently discharge its mandates through improving its organizational set up and enhancing its institutional capacities.

Annex 1: FINANCIAL SUMMARY (APRIL 2017 – SEPTEMBER 2018) *

Expected Output	Planned		Actual (Achievements)		Variations outstanding	Reasons	Recommendations/ Comments
	Activities	Budget US\$	Activities	Disbursed			
Output 1: Strengthened capacity of FDRE-PSTC	• Conduct FDRE-PSTC experience sharing visit to other centres of excellence	19,000.00	7	0.00	19,000.00		The remaining budget from the experience sharing has already been reallocated to the conflict prevention and post conflict recovery courses (Activity 9), consent obtained on reprogramming
	• Undertake training of trainers (TOT) course	13,000.00	8	13,618.00	(618.00)		
	• Undertake/facilitate discussion forum among key stakeholders and peacekeeping practitioners	7,667.00	8	7,667.00	0.00		
Output 2: Courses on post conflict recovery and conflict prevention rolled out using center's curriculum package	• Undertake training on post conflict recovery course	48,000.00	9	56,822.00	(8,822.00)		
	• Undertake training on conflict prevention course	44,000.00	9	53,510.00	(9,510.00)		
	• Technical Support by International Consultant	15,000.00	10	14,991.00	9.00		
	• Facilitate Course implementation and support project management (LPO)	18,000.00	11	18,061.00	(61.00)		
	Miscellaneous	2,000.00	11	1,998.00	2.00		
	GMS (8% of the project cost)	13,333.00		13,333.00	0.00		
Total		180,000.00		180,000.00	0.00		

Disclaimer: Financial Data provided in this report are an extract from UNDP's financial system. All figures are provisional since pending technical adjustment in the system

