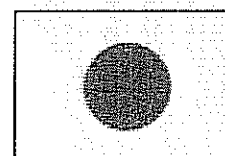




**Peace Support Operation Training and Institutional Capacity
Enhancement at the International Peace Support Training Centre-
Phase II**



Project Document

Project Title: Peace Support Operation Training and Institutional Capacity Enhancement at the International Peace Support Training Centre

Expected Outcome(s): The project outcome will strengthen institutional and human capacity in Peace Support Operations in Eastern Africa in order to effectively prevent, respond to and mitigate conflict and maintain peace and security in the region.

Expected Output(s):

1. Enhanced Institutional capacity for applied research, conflict analysis, training design, that address regional PSO needs as well as peace and security policy development at regional level.
2. Improved regional multinational and multidimensional PSO capability of military, police and 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 EASF.

Implementing Institution: International Peace Support Training Centre

Responsible Parties: UNDP-Kenya, Ministry of State for Defence - Kenya, and the International Peace Support Training Centre

Brief Description

The aim of this project is to consolidate gains made during the first phase of initial project where objective is to enhance regional capability in AU/UN peacekeeping and peace building through institutional and human resource capacity building at the International Peace Support Training Centre (IPSTC). This will be done by reflecting on the emerging conflict realities and by increasing the quantity and quality of trained military, police and civilian personnel capable of performing within an integrated PSO environment.

Programme Period:	1 year	Budget:	2011-2012
Start Date:	1 st November 2011	Total Allocated resources:	US \$900,000
End Date:	30 th October 2012	Donor: Government of Japan	US \$800,000
		UNDP core resources	US \$100,000


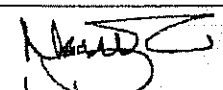

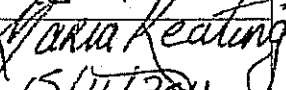
Agreed by Ministry of Finance	Mr. Joseph Kinyua, CBS	Permanent Secretary	Signature  Date 15-11-2011
Agreed by Ministry of State for Defence	Amb Nancy Kirui, CBS	Permanent Secretary	Signature  Date 15/11/11
Agreed by Implementing Partner	Brigadier Robert Kibochi	Director, International Peace Support Training Centre	Signature  Date 15 Nov 11
Agreed by UNDP	Ms. Maria-Threase Keating	Country Director, UNDP Kenya	Signature  Date 15/11/2011

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Acronyms and Abbreviations

AMISOM	African Union Mission in Somalia
APSA	African Peace and Security Architecture
APSTA	African Peace Support Trainer's Association
ASF	Africa Stand-by Force
AU	African Union
COMESA	Common Market for Eastern and Southern Africa
CPA	Comprehensive Peace Agreement
CPX	Command Post Exercise
DDR	Disarmament Demobilisation and Reintegration
EAC	East African Community
ECOWAS	Economic Community of West African States
EASF	Eastern Africa Stand by Force
FOC	Full Operational Capability
FTX	Filed Training Exercise
FPU	Formed Police Unit
HPSS	Humanitarian Peace Support School
IGAD	Intergovernmental Authority on Development
ICGLR	International Conference on the Great Lakes Region
JCCP	Japan Centre for Conflict Prevention
PSO	Peace Support Operation
SADC	Southern African Development Community
SPLM	Sudan People Liberation Movement
TFG	Transitional Federal Government of Somalia
RPA	Rwanda Peace Academy
UN	United Nations
UNAMID	United Nations Mission in Darfur
UNDP	United Nations Development Programme
UNMISS	United Nations Mission in South Sudan
UNSC	United Nations Security Council

1. Situation Analysis

Introduction

The purpose of the project is to sustain all aspects of peace operations training in Africa in general and in particular to address critical training gaps within peace operations of the African Union and United Nations. The project also aims at supporting in capacitating EASF towards meeting its goal of attaining full operating capability by 2015. A key aspect of the project is contribution to the operationalization of the concept of protection of civilian populations in peace missions.

1.1 Background

Despite remarkable progress in conflict mitigation in parts of the Eastern Africa and the Horn, instability and conflict still persist, undermining socio-economic development, displacing populations as well as causing thousands of deaths and suffering to innocent civilians. In Sudan, for example, the Comprehensive Peace Agreement (CPA) has no doubt achieved historical accomplishment in bringing an end the protracted and costly war that has raged South Sudan. However, after the successful referendum in January 2011 and the declaration of independence on 9 July 2011, there are myriads of constraints that the Southern Sudan Government needs to deal with in order to prevent a return to a situation of conflict and instead bring peace, stability and development to the new nation. Potential and real sources of conflict are: the resolving of the boundaries between the North and South; the postponed referendum on the contested regions of Abyei, Nuba Mountains and the Blue Nile; the existence of armed groups operating outside SPLM and the proliferation of small arms, estimated at 40% of households; under-provision of security with merely a quarter of households relying on the police for protection; The widespread culture of violence; and the weak and inadequately trained police force, impacting negatively on civil freedom.

Engaging the GOSS and the government of Sudan directly, as well as continued engagement with UN Peacekeeping Mission in Sudan remains a priority. It is hoped that the continued presence of the UN peacekeeping mission, will promote a smooth transition to sustainable peace.

Protection of civilian remains the single most challenge to the UNAMID in the Darfur region. There has been little progress in this area as the IDP camps with over 2 million IDPs and refugees, having existed for 7 years now, are cauldrons of lost hope, despair and fear. However, some are slightly more secure due to UNAMID patrols. Aid to them has become more problematic due to attacks from various groups. The countryside is chaotic and basically lawless. Banditry is rampant, resulting in numerous aid hijackings and sometimes kidnapping. This has led to challenges facing the hybrid force, UNAMID, in accessing some of the contested areas, thus affecting the delivery of humanitarian assistance to the civilian population. The United Nations Security Council (UNSC) has indicated that UNAMID needs to be more assertive while negotiating for access. Ultimately, the greatest losers have been the people themselves who have continually experienced food shortages, outbreaks of diseases, and have been subjected to violence and abuse.

The situation in Somalia is getting more complex by the day. Following months of intense military operations by the Transitional Federal Government forces, supported by the AMISOM troops, Al Shabaab withdrew on 6 August from position it held in Mogadishu for the last 2 years.

This departure presents opportunity for TFG to extend its area of control over the entire capital and enhance its legitimacy by delivering services to residents. Due to the ongoing famine, nearly half of the Somali population, 3.7 million, is now in crisis and estimated 2.8 million of those people reside in the South which is among the hardest hit. The protection of civilians remains a major concern. Although not precisely known, the number of civilian casualties is believed to be high. The use of explosive in populated urban areas and suicide attacks by the Al shabaab accounted for a significant number of civilian casualties. Further, the ongoing conflict has increased the risk of sexual violence for women and children. There are reports of Al-shabaab recruiting girls for forced marriages to fighters and allegations of rape by militias allied to the Government in southern central Somalia. Between May and July 2011, 659 grave violations against children involving primarily recruitment and killing and maiming of children in Mogadishu were reported. Children recruitment in hostilities remained the most serious violation in conflict affected regions according to the report of the UN Secretary General in Somalia. In addition, women have not been fully integrated in the mediation and reconciliation processes. The absence of women in formal peace building, the need for shared women's agenda for peace in Somalia and the commitment of transitional federal institutions to ensure fair representation of women in formal mediation and political process remain a challenge.

Challenges related to force strength still persist. The force strength of AMISOM has remained at approximately 9,300. The AU has received firm offers of additional troops from Burundi, Djibouti, Sierra Leone and Uganda to enable AMISOM to reach its authorized 12,000. Training of AMISOM forces remains a priority especially in areas relevant to peacekeeping. Continuous training of the peace keepers in aspects such as negotiation, gender and human rights issues as well as protection of civilians is vital.

Recent conflicts that have occurred in many African countries have brought to the fore a critical issue in African security: the need to protect their civilian populations. Nearly 600,000 civilians in 27 African countries have been massacred in the past two decades. Tens of millions more have been killed in conflicts, displaced, or perished from indirect causes such as armed conflicts.¹ Traumatic incidences, such as those experienced in August 2010 in Democratic Republic of Congo, where civilian women were systematically targeted for sexual violence. All these point at a common challenge in every peacekeeping mission's role of protecting civilians.

Yet the nine peacekeeping missions based in Africa since 1999 have had implicit mandates on protection of civilians. The United Nations UNSC has adopted key measures designed to put the safety of civilians first, as civilian protection is the essence of peacekeeping. It is also a crucial part of forging durable political settlements, because any peace agreement that tolerates continued violence against civilians will not provide a solid foundation on which to build legitimate governance structures.

1.2 Progress on African PSO Initiatives

Progress has been made at international and regional levels in supporting peacekeeping missions to address the challenges of protecting civilians as well as to maximize the impact of peace

¹ See Adam Roberts, "Lives and Statistics: 90% of War Victims Civilians? Survival 52, No3(2010), 115-136

support operation. The UNSC has continued to design peacekeeping mandates with increased emphasis on the protection of civilians, employing integrated and multidimensional approaches as well as mainstreaming gender dimensions in peace operations. The African Union (AU) also, is in the process of elaborating a new set of regulations aimed at putting in place relevant policy guidelines on how African peacekeeping operations should be conducted to ensure they have impact as well to provide protection for civilians affected by conflict. These guidelines are especially important as African peacekeeping forces lack proper guidelines that are relevant to Africa, and have relied on the Rome statutes and International law to guide such operations. Within the Eastern African Standby Force (EASF), the process of developing doctrines, policies and standard operating procedures has not yet taken root, yet in practice, considerable efforts have been put in place to strengthen the EASF in its preparedness for full operational capability, including aspects that will ultimately lead to civilian protection.

Further, the AU has undertaken several activities towards strengthening the operational readiness. This is especially important as there was an initial delay in incorporating the civilian and police elements in the standby brigades (now Forces). This resulted in only a marginal development of the police and civilian components within the AU and by extension all the regional standby force, EASF notwithstanding. The civilian dimension within the AU has received technical assistance through seconding of personnel from the African region, especially experts in civilian roster development as well as in the elaboration of policies and procedures to integrate civilian staff in multidimensional peacekeeping operations. Doing so is crucial in defining the type and role of the civilian dimension in peacekeeping operations to avoid duplication or displacing roles that should be performed by local authorities and/ or other civilian agencies with the appropriate mandate. In addition, it is now recognized that incorporation of the civilian component in peacekeeping operations greatly improves the protection of a country's citizens and in mitigating against crimes of sexual violence, while also providing a vital link with the civil authorities with whom the civilian staff are tasked to liaise.

At the EASF level, while both the police and civilian components have been incorporated within the planning element, the two components are yet to reach their full capability, and are lacking in doctrinal development as well as logistical support. However, it is important to note that the EASF is the only standby force in Africa with an integrated planning element of military, civilians and police. Evaluation of the field training exercise (FTX) in 2009 revealed that the planning element of the EASF needs to be fully supported in the elaboration of relevant doctrines, policies and SOPs in order to build capability for an integrated mission that is based on a common strategic plan and a shared understanding of the priorities. If this is done, it maximizes the EASF contribution towards countries emerging from conflict by engaging its different capabilities in a coherent and mutually supportive manner. As the EASF is preparing for Command Post Exercise (CPX) later in 2011, lessons learnt during the FTX must inform the preparation for the CPX.

1.3 Achievements during Phase 1 of the Project

During the first phase of this project, IPSTC designed and delivered ten courses as part of the project, all aimed at supporting the capacity of EASF to meet the goal of attaining full operational capability by 2015; to sustain all aspects of peace operations; and to address critical training gaps within the peace operation mission in Darfur (UNAMID), Southern Sudan (UNMIS) and Somalia

(AMISOM). The courses focused mainly on conflict prevention, management and post-conflict recovery. In specific terms the following results were achieved:

Introduction of New Courses

Nine new courses were introduced to IPSTC, covering the whole peace and conflict spectrum. These courses focused on: dialogue, mediation and negotiation; regional security studies (RSS); security sector reform (SSR); disarmament, demobilization and reintegration (DDR); preventive diplomacy; rights issues in peace support operations; conflict analysis and prevention; integrated peace operation planning; civilian pre-deployment; and a review of civil/ military coordination. As at 31st December 2010, a total of 865 personnel were reached through the courses - civilians 49%, military 24%, police 26%, immigration and correctional officers 1%. There has also been a marked increase in the number of requests from peace and security institutions and individuals to participate in the courses offered at IPSTC. In addition, IPSTC staff has been requested by institutions such as SADC Regional Peacekeeping Training Centre to offer expertise in design, development and delivery of some of the courses, designed and developed by IPSTC.

ii. Support to EASF's attainment of Initial Operating Capability (IOC)

EASF was supported to attain IOC (by 2010) and towards the target of full operating capability by 2015 as contained in AU Roadmap towards the operationalization of the ASF. The goal of the police component is to train up at least 720 police officers by 2015. Through the project, 292 police officers have been trained, in readiness for deployment to various missions including UNMISS, UNAMID and AMISOM. Some 34% of those trained were women who mainly deployed into South Sudan (UNMIS). As a result, the EASF successfully carried out a field training exercise (FTX) in 2009, where they tested the deployment readiness, interoperability with troops, police and civilians from member countries as well as the level of preparedness. Evaluation of this FTX showed that EASF had achieved initial operational capability.

iii. Development of EASF Civilian Database

The EASF civilian component is developing a civilian roster data base. In addition, out of the projected 360 civilian personnel in the civilian roster data base, over 140 have received the specialized courses that IPSTC offers under this project.

iv. Increased IPSTC Profile as a Centre of Excellence in PSO Training

IPSTC as an institution has undergone tremendous transformation largely as a result of project and has become a regional centre excellence in PSO, with capacity to conduct multidimensional integrated training at all levels - tactical, operation and strategic. There has been a significant rise in the number and variety of courses it can deliver as well as an improvement in the composition of staff to include professional's civilian in the research and training departments, in addition to the military personnel from UK, Canada, France and USA as well as from Kenya.

v. Enhanced Collaboration between IPSTC & EASF

IPSTC has fully achieved the status of a leading institution that responds to the training and education needs of EASF and the Africa Peace and Security Architecture (APSA). Increasingly, the project has enhanced collaboration of the two institutions. IPSTC has tailored its training and

research to focus first on the needs of EASF and other African peace and security organizations and mechanisms. This is reflected in the level of participation of EASF member states as well as the extent to which both institutions have consistently accommodated each other.

vi. Enhancement of Relevance and Quality of Training

Field validation report of two of the courses at the Centre, Dialogue, Negotiation and Mediation and Conflict Analysis and Prevention indicate that participants rated the courses as relevant and they are applying aspects of the courses.

vii. Collaboration between IPSTC and Regional Organizations/ UN missions in Africa:

Collaboration has been enhanced between IPSTC and the regional organizations (AU, ICGLR, EAC, ECOWAS, COMESA and IGAD) as well as with UN missions in Sudan, Darfur, Somalia and DR Congo. This synergy has ensured that courses developed and delivered create opportunities for experience-sharing by field personnel who are often involved in course design and delivery. The courses offered at IPSTC are practical, address specific training needs and are relevant to practitioners in the field.

viii. Gender Mainstreaming

23% in training courses were female consistent with UN Security Council resolution 1325 and against a baseline of 5% at the beginning of the project. Gender was also mainstreamed in the ten course curricula designed, developed and delivered. A gender module was included in each of the courses. In addition, care was taken to ensure that course facilitators were also of both genders. The Training Management System (TMS) as well as the EASF Civilian roster data base system ensured integration of gender aspects in their design.

ix. Collaboration with Japan Centre for Conflict Prevention (JCCP)

The involvement of Japan's Centre for Conflict Prevention (JCCP) in the development and delivery of some courses has brought a different perspective to IPSTC. JCCP offered subject matter experts in the areas of DDR, human rights in PSO and Security Sector Reform as well as in the development of the standardized facilitators guide in the same areas. The experts were drawn from the region.

x. Enhanced Global Outreach

The project has focused mainly on the EASF (Kenya, Uganda, Rwanda, Burundi, Comoros, Djibouti, Seychelles, Sudan, Ethiopia and Tanzania) although there has been representation from the rest of Africa and internationally, as follows: 82% of the direct beneficiaries have been from EASF region, 14% from Africa and 4% came from the rest of the world. The 4% are mainly persons who are not from Africa, but working in Africa and especially in peace missions. Additionally, the research team focused their attention on regional issues and collaboration between the regional economic community and mechanism towards enhancing peace and security. Lessons learnt from the other parts of the world were also examined.

xi. Enhanced capacity for applied research, design and evaluation

The project supported IPSTC to recruit and retain 4 researchers in a bid to strengthen the budding research department and the applied research arm at the IPSTC. The applied research sub department is relevant in order to affect the quality of training and to ensure that the training products are relevant to the needs of the peace support operations in the region. To this end, ten training curricula were developed during the project period. Six of the ten were revised and standardized in line with the UN and AU doctrines and standards. This process led to the development of comprehensive facilitators guide in the following courses; Conflict analysis and prevention; Dialogue, negotiation and mediation; Human Rights in PSO; Security Sector Reform; Preventive Diplomacy and early Warning and Disarmament, Demobilisation and reintegration. In addition, the researchers also carried out field research and published 10 Occasional papers and 5 Issues Briefs with over 4 different issues in each brief. These publications contained cutting edge information of the state of peace and security in the region. The papers were disseminated through two regional symposia, as well as in both UNDP and IPSTC websites. The papers made both policy and training related recommendations.

1.4 Issues to be addressed

This proposal seeks to consolidate gains made during the first phase of the project and especially focusing on institutional development towards preparedness to respond to emerging issues in complex peacekeeping operation focusing on protection of civilian and disaster prevention and response. The following are some of the gaps that the project will focus on:

1.4.1 Demand for more trained personnel

With the increase in demand for more trained personnel in peace support operations, there is a need to develop a robust and flexible capacity to handle urgent and unexpected training requests with emphasis on in-time training; that is training in advance for deployment of professionals to new or ongoing missions and in-mission where new training needs emerge.

Research at IPSTC and feedback from EASF and peace support operations has revealed that while the courses already developed at IPSTC during the first phase of this project are relevant and respond to the needs of EASF in building its capability as well as for the peace support operations, there are additional courses which need to be developed in order to respond to the need to enhance civilian protection in conflict. These proposed courses include Search and Rescue as well as Disaster Response and Management.

Research, course evaluation and continuous monitoring reveal that in order to continue improving the courses to respond to the complex and evolving challenges in peacekeeping operations as well as to address training needs as they emerge - especially those that enhance protection of civilians - it is essential to provide a continuous flow of up-to-date information on gaps, best practices as well as lessons learned. This will require the continued presence of the research and training team to sustain all aspects of peace support operation training at IPSTC i.e. design, development and delivery capacity. In addition, the training coordinator is often overwhelmed by the number of courses she has to coordinate and between the two IPSTC campuses. There exists a gap for a training coordinator in the Humanitarian Peace Support School to deal with tactical courses offered in the campus.

1.4.2 Review Harmonization and Standardization of Training Curriculum and Delivery Methodology

Harmonization and standardizing of training in line with the UN and the aligning of training with AU and EASF objectives, including proper needs assessment, will be increasingly important in the future. This will also require much more attention to the development of institutional capacities of training institutions. As a first step towards this goal, IPSTC has started the process of standardizing the courses that were designed and delivered during the first phase of this project. The harmonization and standardization process is in line with the UN standards and the AU and EASF requirements. In addition, the African Peace Support Training Association (APSTA) has been mandated by the AU to coordinate efforts of its members, especially in the harmonization and development of minimum training standards within its 17-member institutions. Further, the UN, through its various training bodies, has a mechanism to accredit courses that meet certain standards in terms of curriculum, delivery, methodology as well as an evaluation process. While the courses designed and delivered at IPSTC have received commendation from the various beneficiaries, including institutions such as the UN, IPSTC as a member of APSTA and as an organization of international repute needs to take the lead and acquire globally accepted standards for all the courses developed. This will also include continuous validation of the courses by the IPSTC primary client, the EASF. This is important to ensure that the courses remain relevant to the needs of EASF as well as PSOs in the region.

1.4.3 Gaps in EASF Police Requirements

EASF has not fully met all requirements of AU in training police officers. Police training, according to AU requirements, fall into strategic, operation and tactical levels with varying skills and experience necessary in each area. While EASF has made commendable progress towards the target of 720 police officers trained at tactical level and entered in the police roster, the training of police specialist capabilities has not yet taken place. So far, the EASF is receiving support from a number of donors for the police pre-deployment course only each, which represents tactical level training. Further, most donors are supporting only one course which is not sufficient even for purposes of replacement of those officers who may have fallen out of the police roster, nor does it meet the requirement of police contributing member states to replace their police officers on an annual basis. What's more, the number of Female Police Officers trained, being less than 23% of the participants, should be increased.

1.4.4 Capacity Building of EASF Civilian Component

One of the constraints of the civilian component is that, unlike the police and the military who are working in member states national institutions, the civilians are not easy to identify and recruit as they may be working in various governmental and non governmental institutions, depending on skills and competencies, which also vary even in peace operations. The civilian dimension of a peace support operation covers all the non-military aspects such as political affairs, civil affairs, election monitoring and observation, DDR, early warning and disaster management, human rights, rule of law, SSR, gender and HIV/Aids, child protection as well as prevention of sexual exploitation and abuse, among other matters. In the EASF strategic plan, objective 5 states that the civilian component will have a roster of 360 trained civilians within the region and maintained in their respective member states through national focal points and ready for deployment. The need to devise a strategy to establish national focal points for an effective and

efficient roster management is therefore important. Implementation of the civilian roster data base and especially linking the roster to national civilian focal points/offices in member states would be effective in the recruitment, training and deployment/employment of civilians under the EASF roster. The process of doing so remains a challenge to EASF. This calls for a study on recruitment and deployment of civilian staff and on modalities of establishing the national focal points in each member state to be carried out in order to establish the best strategic option. Such an exercise will go a long way in the process of implementing the civilian roster data base, which was supported by this project.

2. Strategy and Objectives

2.1 Overall strategic objective of second phase

The second phase of the project 'Peace Support Operation Training and Institutional Capacity Enhancement at the International Peace Support Training Centre' will focus on the following objective: **Consolidating gains made in institutional and human capacity development in peace support operations in Eastern Africa, in order to effectively prevent conflict, respond and to mitigate its effects.**

The aim of the second phase of the project is to support efforts that were initiated during the first phase by IPSTC towards developing institutional capacities to respond to crisis in the Eastern Africa and beyond. The project is designed for a period of one year.

2.2. Project Output and Activities

To achieve the project's main objective outlined above, the project will produce four main outputs as listed below. All the activities under these outputs will be carefully tailored to meet the particular demands and skills of military, police and civilian personnel to be engaged in PSO missions.

Output 1: Enhanced Institutional capacity for applied research, conflict analysis, training design, that address the regional PSO needs as well as peace and security policy development at regional level.

This output addresses some of the gaps identified during the first phase of the project namely, the need to develop standards, and to harmonize the curriculum with others, such as from UN. The harmonization and standardization process was started during the 'No cost extension period' of the project. As the process is yet to be completed it will need more resources injected into it. In addition, the second phase of this project proposes to design two new courses: the Search and Rescue and the Disaster response and management. These two courses are a requirement of the EASF civilian component to attain FOC based on the ASF Roadmap. The research team and EASF training cell will be closely involved in both the harmonization and standardization process as well as in the design and development of the three new training courses. The outcome of this process will be standardized course delivery materials.

This output also addresses the need to continue conducting research to inform the courses delivered at IPSTC, regional policies on peace and security as well as the lessons learnt in PSO which are fed back into the IPSTC training and education system approach. However, experience

during the two years has demonstrated the need to have the research department reorganized in order to deliver even better results.

Two researchers will be employed to work on peace and security dimensions of Applied Research. The researchers will strategically focus on EASF and the requirements towards FOC as well as on regional peace and security issues in PSO and will be country specific such as Somalia. In addition, the researchers will also be required to produce bimonthly Issues Briefs on topical issues related to peace and security in the region. The production of these will help the training materials to be more realistic and needs-based, thus bridging the existing gap between research and practice.

In this regard, a symposium of one day will be conducted next year for purposes of launching and disseminating the research findings.

The training coordinator will be employed to coordinate all the training activities of this project in addition to attending to other training requirements of IPSTC. The training coordinator will engage the researchers as subject matter experts during delivery of the different training courses, bringing in the best practices as well as lessons learned from their research to bear on the courses. As a consequence of these activities, the training coordinator will be retained during the second phase of the project.

Through cooperation and collaboration with Japan Centre for Conflict Prevention (JCCP), subject matter experts in PSO will be dispatched from Japan and the region to join the IPSTC team during the harmonization and standardization of the courses process as well as during training as facilitators in some of the courses under the project. The value addition from this initiative is that there will be cross pollination of ideas from the region and Japan as well as sharing of best practices. Ultimately, this will continue to improve the quality of materials prepared for the courses and the course delivery at IPSTC.

Output 2: Improved regional multinational and multidimensional PSO capability of military, police and civilian personnel to address the evolving peace and security situations.

The need to build on the positive results achieved during the first phase of the project and especially in increasing the range of courses offered at IPSTC to cover the entire peace and conflict spectrum cannot be gainsaid. To fully entrench these courses within the IPSTC training programme, and in response to the demand for the courses by EASF and PSO in the Eastern African region (UNAMID, UNMISS and AMISOM), the project will conduct 6 courses covering the following subject areas: Security Sector Reform (SSR); Disaster Response and Management, Rule of Law, Operational Management of Prison in peace operations, Human Rights and Protection of Civilians.

Security Sector Reform, Rule of Law, Operational Management of Prison and Human Rights courses will be dedicated to South Sudanese participants, and will be preceded by a Writing Board organised by the Peace and Security Research Department with representatives from South Sudan Police, Correction Service, Justice and Military in order to customise already existing curricula to respond to South Sudan specificities.

Responding to disaster during armed conflict and even in peace time has frequently posed a challenge for the institutions tasked to do the job. While conflicts in themselves are disasters, and

thus need a well coordinated response, the personnel in PSO are not well equipped to deal with such. This course Disaster Response and Management, will therefore equip participants with skills in managing both manmade and natural disasters.

The course will be delivered, using the improved course curriculum which will have been upgraded to improve on the contents of training modules. Training materials will also have been standardized to ensure they measure up to the UN and AU standards.

IPSTC will also request the UN to accredit many of these courses, an action which will continue to elevate the IPSTC as an international centre for excellence in PSO training.

Gender dimension will continue to play an important role in these training courses at all levels, in line with UN Resolution 1325 on women, peace and security (2000), which spells out the need for integrating a gender perspective and ensuring women's participation in all decision-making processes throughout all stages of armed conflict and recovery. To this end, IPSTC will strive to ensure that there is gender parity among participants of the courses, where possible and at least 50% representation of women in all courses. In addition, efforts will be put in place to ensure that female experts in subject matter are invited as facilitators. Emphasis will also be on having a module on gender and women perspectives in all courses.

Output 3: Increase the capacity of regional Police deployed in PSO in Eastern Africa or wider Africa.

For EASF to achieve full operating capability, the AU requires it to train and enlist in the police roster 720 police officers ready for deployment and six (6) Formed Police Units. Currently, the EASF has trained 692 police officers on UN pre-deployment course (the project contributed to the training of 292 officers). Most of these police officers are trained for specific missions (UNAMID, UNMISS and AMISOM), even though they are also included in the police roster.

IPSTC will continue to collaborate with EASF for purposes of training the police officers at the Humanitarian Peace Support School (HPSS). The project will therefore support the training of 30 female police officers, using the UN curriculum for pre-deployment training in PSO. The training will be specifically for police officers to be deployed in UNAMID, UNMIS and AMISOM and to populate the EASF roster police data base. To make the course mission relevant, the planning of the courses will be carried out in collaboration with the missions.

Output 4: Enhanced regional standby capacity of civilian experts for peacekeeping missions and peace building elements of the EASF and African Union Security Architecture

The AU peace and security protocol, article 13, calls for the establishment of a centrally managed roster of mission administration and civilian experts to handle human rights, humanitarian, governance, reconstruction and DDR functions in future missions. The EASF being completing the Civilian roster data base, the project proposes to support EASF establish national focal points for effective and efficient management of this roster.

To this end, two technical workshops will be organised as follows. The first workshop will explore ways of establishment of the national focal points the second workshop will concern itself with the recruitment needs for EASF civilian component. A study will then be undertaken after the initial technical workshop to address the civilian recruitment phases, the civilian functions,

management structure and the process of multidimensional PSOs carried out under the auspices of the AU, using the resources of the EASF system. Finally, the consultant will develop a recruitment and deployment strategy for the EASF civilian component. The follow-up of the study and the workshop will be a common approach on recruitment policy and deployment strategy for the EASF civilian component towards full operational capability.

2.3 Target Beneficiaries

The direct beneficiaries of the programme will include approximately 225 military, police and civilian participants of the integrated PSO training inclusive of 30 female police officers. The staff of IPSTC and EASF, and the institutions themselves, will benefit through individual as well as institutional capacity building. Particular attention will be made to ensure gender balance in selecting training course participants and staff that will benefit from the project.

The indirect beneficiaries are the peoples of the Eastern Africa sub-region and ultimately the continent, especially those who live in countries that are unstable or under armed conflict where trained PSO personnel are deployed. Thus all affected citizens in the African continent will benefit through improved regional security and stability that is a pre-requisite for sustainable development.

3. Management Arrangements

3.1 Partnership

The project will ensure the coordination and collaboration with key partners with IPSTC being the main implementing partner and UNDP managing the funds fully and directly with the project stakeholders. EASF as a regional oversight body for peace and security will work in close coordination with IPSTC, but receiving funding directly from UNDP.

The Japan Centre for Conflict Prevention (JCCP) will receive funds directly from UNDP and will be responsible for deploying technical international experts to deliver training, in the following areas:

- Protection of Civilians (through the support of a facilitator)
- Disaster Management (through the support of a guest speaker for 1-2 modules)
- South Sudan Police course (through the support of a guest speaker for 2-4 modules).

3.2 Project Oversight and Coordination

The project will be managed following UNDP's National Implementation (NIM), modality. Therefore, as owner and recipient of development assistance, IPSTC is responsible for the management and delivery of project results. The overall project management will be under the UNDP Project Management Unit (PMU), UNDP will ensure that resources entrusted to the organization are managed appropriately.

Additionally, UNDP will provide capacity-building and development services to IPSTC through:

- a) Capacity assessments, supporting implementing partners in mapping their capacity needs in relation to what is required to improve their performance and deliver their mandate;

- b) Capacity-building and development strategies, providing policy and technical services in the formulation of their organizational strategies, if required;
- c) Monitoring and evaluation of capacity-building and development, including measurable indicators so that IPSTC can track progress in capacity development through monitoring and evaluation systems.

Furthermore, UNDP will exercise its programmatic oversight and monitoring functions, ensuring appropriate project management milestones are managed and completed. To that effect, it will undertake programme reviews, evaluations, capacity assessment of partners, audits and on-site reviews (spot checks and field visits).

The Project Management Unit will be set up at UNDP, and will comprise the following staff: a Project Manager and a National Project Officer to provide quality assurance in activities.

The Project Manager is responsible for the day to day implementation of the project including: quality control; timeline management of project activities and outputs; supervision of the work of consultants; requesting advancement of project funds; preparing quarterly and annual progress report; as well as coordinating and liaising with the donor and partners.

The project will ensure there is coordination on peacekeeping lessons learnt and training standard with the UN Department of Peacekeeping Operations (DPKO) as well as the AU's Peace and Security Operations Department (PSOD).

The Project Steering Committee consisting of IPSTC, JCCP, EASF, UNDP and Embassy of Japan will follow up on project implementation. The committee will meet on a quarterly basis.

4. Reporting, Monitoring and Evaluation

The programme will be subject to standard UNDP procedures and policies for reporting, monitoring and evaluation.

UNDP will be responsible for submitting annual financial and progress reports to the Government of Japan on the implementation of the project in consultation with the IPSTC. Besides, the UNDP and IPSTC will keep the Government of Japan updated on the progress of the project through formal and informal means and on a regular basis.

5. Risk Management

Anticipation of risks, probability of their occurrence and their impact on project implementation serve as a guide for developing contingencies and/or alternatives. Some project risks are:

- Sudden breakout of conflict in the region at a mass scale that will undermine the secure training environment under the project;
- The inability of member states to send personnel to be trained; especially from the new Republic of South Sudan, which is a key component for the project;
- Weak synergies between project stakeholders to ensure timely, effective and efficient delivery of the project.

The success of this project rests on continued political will by the AU on the implementation of the concept of the African Standby Force. It is assumed that there is a low likelihood of foreseeable mass scale security threats that could affect the operation of IPSTC and EASFCOM.

Among member state in Eastern Africa there is a general consensus and the political will to train required personnel to respond to the regional needs. There are also confirmed financial commitments by major donors or member states for the IPSTC and EASFCOM that support basic operational costs of both organisations.

6. Publication and Publicity

The project will continue to take all appropriate measures to publicise the initiatives by the Japan partnership in supporting peacekeeping and peace building in Africa. IPSTC Publications, 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 through UNDP. The project will also maintain the visibility of Japan support where contribution by Japanese experts is made.

7. Project Results and Resources Framework

Outcome: The project will strengthen institutional and human capacity in Peace Support Operations in East Africa in order to effectively prevent, respond to and mitigate conflict and maintain peace and security in the region.

Baseline: Limited 'regional' capacity and capability of IPSTC and EASF in peace support operations in relation to training, infrastructure and human resources.

Targets: Increasing institutional ability to provide integrated and comprehensive PSO training that will strengthen regional capability in PSO in Eastern Africa

Applicable focus areas in strategic plan: Conflict Prevention and Peace building approaches informed/factored into national development frameworks, and integrated programmes designed and implemented at national and regional level

Project title: Peace Support Operation Training and Institutional Capacity Enhancement at International Peace Support Training Centre

Intended Outputs	Output Targets for (2011 /2012)	Indicative Activities	Responsible parties	Inputs (USD)
1. Enhanced institutional capacity for applied research, training design and management that address regional PSO needs and peace and security policy development.	1.1 Training Coordinator and Researchers employed and operational.	1.1. 1 Training Coordinator and 2 Researchers employed for a period of 1 year	IPSTC	\$ 37,713 x 1 + 24,068 x 2 = 85,849
	1.2 The IPSTC training curricula addressing specific regional needs	1.2.1 Curriculum development in the area of post conflict recovery (Search and Rescue; Disaster Response and Management) 1.2.2 Three days Writing Board with 4 South Sudanese representatives (Police, Corrections, Justice and Military) for customising generic curriculums on post-conflict peace building	IPSTC	\$20,798
	1.3 Applied research on regional peace and security issues of relevance to EASF and regional training needs conducted.	1.2.3. Deploy at least 2 international subject-matter-experts in specific PSO sector and train potential facilitators at the centre and region 1.3.1. 1 research agenda formulated, applied research conducted, 4 occasional papers and 4 Issues briefs produced, including publication	IPSTC	\$10,000
	1.4 Evaluation of the Impact of IPSTC Training and Validation process.	1.3.2. 1-one day regional symposium on peace and security issues and on regional training needs conducted inviting 30 participants. 1.4. Upgrading Training Management System software to include Students tracking capability.	JCCP	\$ 60,000
			IPSTC	\$20,000
			IPSTC	\$8,000
			IPSTC	\$10,000
				SUB-TOTAL: \$ 214,647

<p>2. Improved regional multinational and multidimensional PSO capability of military, police and civilian personnel to address the evolving peace and security situations</p>	<p>2.1 Comprehensive conflict management training delivered.</p> <p>2.2 Comprehensive post-conflict recovery training delivered.</p>	<p>2.1. 2 weeks training for 30 participants conducted x 1 (Peace Operation Planning x 1)</p> <p>2.2.1. 2-weeks training for 25 participants conducted x 1 (Disaster Response and Management x 1)</p> <p>2.2.2. 2-weeks training for 25 South Sudanese participants conducted x 4 (Security Sector reform x 1; Rule of Law x 1; Operational management of Prison x 1; Human rights x 1)</p>	<p>IPSTC</p>	<p>\$70,000</p> <p>\$60,000</p> <p>\$60,000 x 4 = \$240,000 (including \$2,500 stipends per course)</p> <p>SUB-TOTAL: \$370,000</p>
<p>3. Increased capacity of regional police deployed in PSO in Eastern Africa or wider Africa.</p>	<p>3. Training delivered for 30 UN/AU Female police</p>	<p>3. 2 weeks training course for 30 Female Police Officers conducted (UN/AU police pre-deployment course x 1)</p>	<p>EASF/ IPSTC</p>	<p>\$70,000</p> <p>SUB-TOTAL: \$70,000</p>
<p>4. Enhanced regional standby capacity of civilian experts for peacekeeping missions and peace building elements of the EASF and African Union Security Architecture</p>	<p>4.1 Roster managed employed to coordinate civilian recruitment, training and deployment study and activities.</p> <p>4.2 EASF's policy on recruitment, training deployment and employment of civilian developed</p>	<p>4.1. Employ the roster manager during the 1 year period to coordinate civilian roster data base and national focal point activities</p> <p>4.2.1 A 3 days technical workshop with 20 participants from the region and EASF/COM members, conducted at IPSTC in first quarter of 2012, to explore ways of establishment of Civilian National Focal Points in every member State.</p> <p>4.2.2 A 5 days focused group discussion with 10 participants from the region and EASF/COM members, conducted in Seychelles in October 2012, on recruitment, deployment and employment of Civilians.</p>	<p>EASF</p>	<p>\$48,000</p> <p>\$25,017 (including \$3,000 stipends)</p> <p>\$20,000</p> <p>SUB-TOTAL: \$93,017</p>
<p>Operation of Project management Unit (PMU)</p>		<p>1 Project Manager</p> <p>1 Project Officer</p> <p>Filed monitoring, evaluation and reporting</p>	<p>UNDP</p>	<p>\$55,677</p> <p>\$37,306</p> <p>\$7,017</p> <p>Subtotal \$100,000</p>
<p>UNDP Administration cost (7%)</p>		<p>UNDP Administration cost (7%)</p>		<p>\$52,336</p>
<p>TOTAL</p>				<p>\$900,000</p>

