



Title of the Project: Institutional Capacity Enhancement of the International Security Forces Training School (EIFORCES)

Project number: 00078557

Brief Description

The present project aims to enhance the capability of Cameroon to effectively participate in United Nations and African Union peacekeeping and peace building activities. The increasing demand in peacekeeping forces makes it necessary to enhance the capacity of the International school for security forces (EIFORCES), AWAE, Cameroon.

This capacity enhancement will be carried out in two (2) key areas: Setting up of a multimedia and documentation centre; Provision of international subject matter experts to assist with training courses, including through building the capacity of peacekeepers to prevent and address conflict related sexual violence.

The capacity enhancement of the EIFORCES will lead to better trained military and security personnel capable of dealing with integrated aspects of peace support operations missions, including conflict prevention, conflict management and post-conflict recovery. This will therefore help Cameroon to better implement its sub regional and Africa agenda.

Signature

Country : Cameroon

UNDAF Outcome	Strengthened national capacity to prevent and manage crisis
Expected CP Outcome	Strengthened capacity of national institutions to prevent and respond effectively to natural, sanitation and humanitarian crisis
Expected Outputs	There are three expected outputs: 1- Promote capacity enhancement of EIFORCES ; 2- Develop and build the multidimensional capacity of ECCAS peace keeping actors, including through developing the capacity to prevent and address sexual violence; 3- Reinforce regional integration through the harmonization of police and states procedures
Execution Modality	National Execution (NEX)
Executing Entity	EIFORCES Training Centre, AWAE, Cameroon
Programme Component	Crisis Prevention and Recovery

Programme period: 2011 - 2012
Project Title: Institutional Capacity Enhancement of the International Security Forces Training School (EIFORCES)
Durée du Projet : 01 Year
Project ID: 00078557

Total Resources required: US\$ 718 320
Total allocated Resources: US\$ 718 320
Donor : Government of Japan

Signed by:


Le Ministre des Relations Extérieures
Aboumoussa Yako Ayida
09 SEPT 2011

Agreed by (Government of Cameroon MINREX)

Agreed by UNDP


PROGRAMME DES NATIONS UNIES
DE DEVELOPPEMENT
DURABLE
UNDP
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SITUATION ANALYSIS

Global environment and national context

The increasing number of armed conflicts across the globe prompted the United Nations to design collective peacekeeping and stabilization measures. In this endeavour, it was recognized that beyond military forces which for long dominated peacekeeping operations, there was the need to integrate a security force supplement as well as civil expertise.

In the setting up of Africa's peace and security architecture, the African Union (AU) recommended to all the sub-regions of the continent, the simultaneous development of military, police and civil components in their stand-by brigades. The multidimensional nature of modern peace support operations requires each component to have complex knowledge in the domain of peacemaking and peace building. Hence, the need for specialized cutting-edge training sessions often distinct from the training provided in individual states.

Peace keeping missions are increasingly specifically mandated to address crimes of sexual violence perpetrated in conflict and post conflict settings and increasingly include protection language in their mandates. At the same time, if women are the most vulnerable in conflicts, bearing the brunt of violence and economic consequences, women can be the subject of change, by participating in conflict prevention, peace building and recovery. UNSC Resolutions 1325 clearly defines the role of women in the peace and security agenda. UNSC Res 1820 and 1888 provide the framework for the operationalization of peacekeeping mandates to prevent and address sexual violence. For example, Res 1820 calls for "effective guidelines and strategies to enhance the ability of relevant UN peacekeeping operations, consistent with their mandates, to protect civilians, including women and girls, from all forms of sexual violence".

It is demonstrated that the presence of trained women peacekeepers in the missions has a positive impact in strengthening protection of civilians and preventing sexual violence. As highlighted in 'Addressing Sexual Violence in Conflict – An Analytical Inventory of Peacekeeping Practice' (2010, UN Action against Sexual Violence in Conflict, UNIFEM, DPKO), peacekeepers are increasingly requested to have a direct interaction with the population and to bring an immediate response to protection threats. Military and police are requested a capacity to develop gender analysis and put in place actions tailored to community's needs, such as firewood and market patrols, early warning systems, rapid interventions, etc. The presence of women in police and military deployed to peacekeeping missions is fundamental.

In the same vein, African defense ministers meeting in Addis Ababa in March 2008 took cognizance of the delay in the putting in place of the police component of the African Standby Force (ASF). The AU Commission was consequently called upon to speed up the process in order to make it operational and effective by 2010. The immediate goal within the framework of the operational contract for the first regional brigade, it should be recalled, is to put at the disposal of the AU, six (6) Trained Police Units and a substantial civil police reserve. The ASF enables the AU to have a permanent capability of rapid deployment to keep or enforce peace whenever a crisis breaks out. The ASF is expected to have an overall continental capacity of 35,000, comprising stand-by brigades of 7,000 staff, including police and government employees, in each of the 5 regions of Africa.

Incidentally though, the international community raised concerns about the low participation of francophone countries in peace support operations. This weakness was underlined in the final Statement of the 12th Francophonie Summit held in Quebec in 2008.

Furthermore, the collective security policy of the Central African Peace and Security Council (COPAX) stresses the need for regional cooperation and integration among Defence and Security Institutions, with a view to fighting against trans-border crime, preventing conflicts and enforcing peace.

Until 2006 however, there was unfortunately no specialized training centre in the region or even in the continent that was able to help realize this overarching objective of COPAX, in line with the objectives of the UN and the AU.

That is why the Republic of Cameroon, a bilingual country (English and French), rich in ethnic and cultural diversity, recognized for its stability, political and economic dynamism, received the mandate of ECCAS to develop the International Security Forces Training School (EIFORCES) concept. Cameroon will probably be the biggest contributor to the ECCAS Stand-by Brigade. This, in the immediate future, would further increase the capacity requirements of EIFORCES for it to function efficiently and effectively.

I. Strategy

The current situation in ECCAS demands peace keeping training that covers the entire spectrum of conflict and Peace Support Operation training (PSO). The present project is included in the strategic area of “strengthening national capacities to prevent and manage crises” of the 2008-2012 UNDAF outcome.

As a contributor to the peace keeping forces of the AU and the UN, the State of Cameroon endowed the School with legal personality and financial autonomy necessary for its credibility at international level. Its Steering Committee comprises of representatives of all donor countries and bodies and it has full powers in the running of its affairs.

The approach of the capacity building of the school will be a combination of investment activities and equipments. It will be completed by a support in terms of planning, training and provision of additional human resources. To fulfill its training mission, the school will seek systematically ownership of education through multiple partnerships.

The project will integrate a strong gender component, ensuring the selection and integration of women among the peacekeepers to be deployed to overseas missions.

Trainings on prevention and response to sexual violence will be integrated in the overall capacity building planning, introducing policies and operational tools. Trainings will include sexual violence and other gender based violence issues in practical scenarios. UNDP is a member of UN Action against Sexual Violence in Conflict and will liaise with the network to introduce the latest tools developed to ensure that gender and sexual violence are part of pre-deployment trainings.

Trainings will also include a specific component on Code of Conduct related to Sexual Abuse and Exploitation for troops deployed in peacekeeping missions, in line with UN policies.

Training at the Centre will be supported by a wide range of staff, both military and civilian from Cameroon and ECCAS member states as well as other foreign states. Terms of reference will be elaborated by EIFORCES and selection of prospective trainers will be done through the screening of their CV's. The curriculum will be constantly adjusted and adapted in order to include multidimensional courses that will better prepare the trainees on the realities of modern PSO.

The EIFORCES programme is relevant for all types of Security Forces (Police/ Gendarmerie), with a comprehensive multifunctional approach geared towards: Conflict Prevention; Peacekeeping and peace stabilization; International Police Cooperation; Security Services Governance; Enhancement of the Rule of Law, etc.

Instruction at the School will strictly conform to international standards as defined by the UN and the AU. Its trainers will have regular retraining and refresher courses from the Center of Excellence for Stability Police Units (COESPU), the Pearson Centre and other international military schools.

II. Project Objectives

The global objective of this project is to enhance ECCAS member states capability to enable them participate more effectively in AU and UN peacekeeping operations and peace building activities.

More precisely, the project aims to:

- Promote capacity enhancement of the International Security Forces Training School ;
- Develop and build the multidimensional capacity of ECCAS peace keeping actors;
- Reinforce regional integration through the harmonization of police and states procedures.

III. Project Components

This Project focuses mainly on capacity development in two specific areas:

- 1- Building EIFORCES Operational capacity;
 - 2- Developing and enhancing EIFORCES training capacity.
- (i) **Building EIFORCES Operational capacity:** the project will focus on building EIFORCES Operational capacity through the provision of multimedia equipment, link and the setting up of a specialized documentation centre. All of this will tremendously contribute in enhancing EIFORCES functional capacities in order to operate more efficiently.
- (ii) **Developing and enhancing EIFORCES training capacity:** The focus will be laid on covering the major skill-sets such as Curricula designing; Scale-up seminars for sub-regional experts and instructors; Experts Education and capacity building seminars; Exchange programmes and International Subject Matter experts provision; Ensuring the training of women personnel to be deployed to peacekeeping missions; Trainings on prevention and response to sexual violence.

V- Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework: 1				
Strengthened national capacity to prevent and manage crisis.				
Outcome indicators, including baseline and targets: <i>Capacity of the EIFORCES enhanced through provision of necessary equipments and training capacity that allows the improvement of output.</i>				
Applicable Key Result Area (from 2008-12 Strategic Plan): prevention and Crisis management: enhancing crisis prevention and disaster risk management capabilities				
Project title and ID (ATLAS Award ID): Institutional Capacity Enhancement of the International Security Forces Training School, AWAE, Cameroon.				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1 Building EIFORCES Operational capacity</p> <p>Baseline: absence of facilities and equipment. Indicators:</p> <ul style="list-style-type: none"> - Multimedia centre equipped; - Documentation centre equipped ; 	<p>Targets:</p> <p>(ii)25 computers, 02 photocopy machines, 02 video projector, 01 satellite connection, 01 internet connection; 02 Televisions 01 DVD players, 01 Blue ray player, 02 Camera, 02 video Camera, 01 Sound equipment, 01 cinema projector, 01 flat screen... purchased before the second quarter of 2011 based on specification and bill of quantity... (iii)...items for documentation centre purchased before the second quarter of 2011 based on specification and bill of quantity...</p>	<p>A. Activity Result: EIFORCES functional through easy access to necessary facilities and equipments</p> <p>1. Action 1: Hire the services of a dealer (s)/vendor(s) to supply the items for Multimedia centre</p> <p>2. Action 2: Purchase and delivery of the items for multimedia centre and documentation centre.</p> <p>3. Monitor that the equipments are in conformity with specifications</p>	<p>EIFORCES</p> <p>EIFORCES/Vendor(s)</p> <p>EIFORCES/Vendor(s)</p> <p>UNDP</p>	<p>\$341,895</p>

		and ensure that procurement procedures are respected.		
<p>Output 2 Developing and enhancing EIFORCES training capacity</p> <p>Baseline: Currently following UN curriculum with national subject experts and military cooperation experts. Indicators: – increase international expertise by 25%</p> <ul style="list-style-type: none"> - 04 seminars organized; - 02 exchange programmes carried out; - Document of Curricula available; - EIFORCES accredited as a UN Peace Mission Training Institute. 	<p>Targets :</p> <p>(i) 4 international subject matter experts invited to deliver identified courses, including a sexual violence expert</p> <p>(ii) <i>Specialist-assisted curricula developed for identified modules;</i></p> <p>(iii) <i>Four courses delivered and technically supported by international experts with 20 participants per course.</i></p>	<p>B. Activity Result: EIFORCE Straining programme strengthened and responsive to AU and UN guidelines</p> <p>1. Action 1: Identify subject matter</p> <p>2. Action 2: Course modules developed</p> <p>3. Action 3: Implementation of training programmes and actual courses deliveries.</p>	EIFORCES, UNDP and Japan Embassy	\$329,432

V1 Annual Work Plan

Year: To be implemented in 2011

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	Budget Description	PLANNED BUDGET Amount
		Q1	Q2	Q3	Q4				
Output 1 Building EIFORCES Operational capacity	C. Activity EIFORCES functional through easy access to necessary facilities Result: – Purchase of equipment of multimedia centre and documentation centre. 1. Action 1: Hire the services of a dealer (s)/vendor(s) to supply the computers, photocopy machines, etc. 2. Action 2: procurement of multimedia and documentation centre items computers, photocopy, etc. 3. Monitor that the items are in conformity with specifications and ensure that procurement procedures are respected.	+	+	+	+	EIFORCES/UNDP	Japan Government	Procurement of service	\$ 341 895 (Annex for breakdown)
						EIFORCES/UNDP		Procurement of service	
						EIFORCES/UNDP		Procurement of service	
						UNDP		Procurement of civil works	

Output 2 Developing and enhancing EIFORCES training capacity	Activity Results: EIFORCES training programmes improved upon and responsive to AU and UN guidelines.					EIFORCES, Japan Government & UNDP			\$329 432 (Annex for breakdown-)
	Actions								
	1. Identify subject matter experts and contract them for course delivery.	+	+			EIFORCES, Japan Government & UNDP	Procurement of services		
	2. Course modules designed, including a component on prevention and response to sexual violence		+	+		EIFORCES, Japan Government & UNDP	Procurement of services		
	3. Implementation of training programmes and courses delivered.			+	+	EIFORCES, Japan Government & UNDP	Training		
	4. Seminars organized			+	+	EIFORCES, Japan Government & UNDP	Procurement of services		
	5. Exchange programmes carried out		+		+	EIFORCES, Japan Government & UNDP	Procurement of services		
SUB-TOTAL									\$671, 327

VII- Management Arrangements

The project will be implemented in coordination and collaboration with key partners: the EIFORCES and Government of Cameroon, the Government of Japan and the UNDP. The project will be a UNDP project and the resources from the Government of Japan will be managed by UNDP Cameroon. The project will run under the UNDP National Execution (NEX) modality and the EIFORCES 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 Cameroon 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; advising on some issues where need be; supporting national capacities during project implementation stage, determining strengths/weaknesses, ensuring that UNDP intervention contributes to the development of new capacities.

The project shall be managed by a Coordinator designated by the government who will be working under the direct supervision of EIFORCES Director and UNDP deputy Resident Representative assisted by the ARR Governance. He shall be placed under the overall supervision of UNDP Resident Coordinator.

The project's steering committee shall comprise the Government of Cameroon through MINREX, MINDEF, MINEPAT, DGSN, the Japanese Embassy and UNDP. It shall be co-chaired by MINREX 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. The major challenge for the country office is to adapt its structure and functions in order to manage the project's resources to achieve expected results and to plan financial disbursements in accordance with the work plan. As a NEX project the audit will be as per regulations through the regular external audit processes. In doing this, all stakeholders (EIFORCES, Government of Japan and UNDP) are expected to provide relevant and timely information to auditors to effectively deliver their mandates.

VIII - 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 one year. The project will be monitored through quarterly report to project board members on the basis of the AWP. If there is any change in the content and duration of the project, consultation must be carried out with the government of Japan beforehand.

An annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As a minimum requirement, the Annual Review

Report shall consist of the Atlas standard format for the quarterly progress report (QPR) covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

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). Given the fact that the project is for one year, this review will be a final assessment. 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.

Final report of the project should be submitted to the government of Japan within three (03) months after the completion of the annual project review.

IX- Risk management

In order to meet with EIFORCES training strategy expectations, it is important that the implementation of this project starts promptly. The efficiency of the programme will greatly depend on the type of synergy that will be developed between all the partners supporting ISSF. The capacity of the EIFORCES to manage this abundant partnership is also an important issue. The availability of finance resources for the construction of school and other facilities can be an important risk for the project.

X- Legal Context

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of the Republic of Cameroon and UNDP, signed on the 25th of October 1991.

In conformity with Article III of the Standard Basic Assistance Agreement, safety and security of the executing agency, its staff and property, as well as UNDP's property placed under the care of the executing agency's custody, shall be guaranteed by the executing agency.

The executing agency shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; and
- b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Annex I

SUPPORT BUDGET FOR EFORCES, AWAE-CAMEROON

Expected outputs	Planned activities	Inputs	Estimated budget
Institutional capacity of EFORCES	1. Equipment of a multimedia hall	a. Hiring of a systems administrator and two technical assistants b. Equipment of two multi-purpose halls with 10 computers; c. A duplication workshop ; d. Securing installations (backup, antivirus, electricity, fire accidents) ; e. Access to high-speed internet, 2 Mbytes/sec ; f. A computer network ; g. Video projection equipment ; h. Sound system ; i. Appropriate furniture ; j. Maintenance, running and consumables ; k. Allowances.	123 008 158 FCFA (\$238 278)
		2. Equipment of a specialised documentation centre	a. Hiring of a documentation expert b. Definition and assessment of needs c. Putting in place of equipment d. Training of specialists e. Allowances.
	Total output 01		176 499 191 FCFA (\$341 895)
	1. UN, AU and peace keeping operations 2. Post Conflict Rebuilding	Moderator (Honorarium+DSA) for 15 days	3 855 000 Fcfa
		International Expert (Honorarium+DSA+Transport) for 15 days	6 185 000 Fcfa
		Local Expert (Honorarium+DSA) for 15 days	5 310 000 Fcfa
		Participant's fees (DSA+Transport) for 15 days	22 920 000 Fcfa
		Didactic materiel	1 500 000 Fcfa
		Miscellaneous Expenses	500 000 Fcfa
	Total 1	40 270 000 FCFA (\$78 007)	
		Moderator (Honorarium+DSA) for 15 days	3 855 000 Fcfa

Management Course	Two International Experts coming from Tokyo (Honorarium+DSA+Transport) for 15 days	13 570 000 Fcfa
	Participant's fees (DSA+Transport) for 15 days	23 410 000 Fcfa
	Didactic materiel	1 500 000 Fcfa
	Translation	500 000 Fcfa
	Miscellaneous Expenses	500 000 Fcfa
	Total 2	43 335 000 FCFA (\$83 944)
	Moderator (Honorarium+DSA) for 15 days	3 855 000 Fcfa
	International Expert (Honorarium+DSA+Transport) for 15 days	5 735 000 Fcfa
	Participant's fees (DSA+Transport) for 15 days	22 920 000 Fcfa
	Didactic materiel	1 500 000 Fcfa
3. Peace and institutional reforms in post conflict situation	Miscellaneous Expenses	500 000 FCFA
	Total 3	34 510 000 FCFA (\$66 849)
	Moderator (Honorarium+DSA) for 8 days	2 056 000 Fcfa
	International Expert (Honorarium+DSA+Transport) for 8 days	3 172 000 Fcfa
	Two Local Experts (Honorarium+DSA) for 8 days	2 832 000 Fcfa
	Participant's fees (DSA+Transport) for 8 days	17 890 000 FCFA
	Didactic materiel	1 500 000 Fcfa
4. EIPORCES and training system of the police component / gendarmerie in the area of the AU and ECCAS	Miscellaneous Expenses	500 000 Fcfa
	Total 4	27 950 000 FCFA (\$54 142)
	5. Study visits to COESPUP For Cameroon's trademark officer Participation of a foreign expert on mission in Cameroon	12 000 000 FCFA (\$23 245)
6. Development of curricula Brief mission of 0 police/ gendarmerie	12 000 000 FCFA (\$23 245)	

	Total output 02		170 065 000 FCFA (\$329 432)
	GMS		24 259 572 FCFA (\$46 993)
<u>Grand Total</u>	Output 01 + output 02	NB. The exchange rate used is that of the production date of this document (01/09/10) i.e. 1 USD =516 238 FCFA.	370 825 080 FCFA (\$718 320)

ANNEX 2

QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

OUTPUT 1: Institutional capacity of EIFORCES enhanced		
Activity Results (Atlas Activity ID)	Provision of equipment for a multimedia hall	Start Date: as soon as possible End Date: beginning of fifth month
Purpose	To strengthen EIFORCES's operational capacity by increasing access to multimedia facilities.	
Description	Provision of computers, photocopy machines, video projector, televisions, CD player, Fax, tables, chairs...based on specification and bill of quantity.	
Quality Criteria	Quality Method	Date of Assessment
(i) Hire the services of a dealer(s)/vendor(s) to supply the multimedia equipments based on specifications.	<ul style="list-style-type: none"> • Develop TORs for the services • Competitive bidding process used. • Bid evaluation in line with TOR. 	<ul style="list-style-type: none"> • Bid evaluation report by end of the sixth month
(ii) Purchase and delivery of the multimedia equipments including service and maintenance plans for all.	<ul style="list-style-type: none"> • Develop bill of quantity as reference point. • Physical inspection by experts to determine all specifications are met. • Adequacy of service and maintenance plans. • Handing over report. 	<ul style="list-style-type: none"> • Expert to provide continuous assessment. • Quarterly M&E reports • Annual Assessment

OUTPUT 1: Institutional capacity of EIFORCES enhanced		
Activity Results (Atlas Activity ID)	Provision of equipments for a specialized documentation centre	Start Date: as soon as possible End Date: three months later
Purpose	To strengthen EIFORCES's operational capacity by increasing access to documentation facilities.	
Description	Provision of books and reports, scientific periodicals and abstracts, general periodical and news paper, shelves and drawers,	

	circulation/charging desk, metal file cabinet, tables and chairs, computers, photocopy machines... based on specification and bill of quantity.	
Quality Criteria	Quality Method	Date of Assessment
(i) Hire the services of a dealer(s)/vendor(s) to supply equipment for a specialized documentation centre based on specifications.	<ul style="list-style-type: none"> • Develop TORs for the services • Competitive bidding process used. • Bid evaluation in line with TOR. 	<ul style="list-style-type: none"> • Bid evaluation report after six months
(ii) Purchase and delivery of the multimedia equipments including service, training of personnel and maintenance plans for all.	<ul style="list-style-type: none"> • Develop bill of quantity as reference point. • Physical inspection by experts to determine all specifications are met. • Adequacy of service and maintenance plans. • Handing over report. 	<ul style="list-style-type: none"> • Expert to provide continuous assessment. • Quarterly M&E reports <ul style="list-style-type: none"> ▪ Annual Assessment

OUTPUT 2: Enhanced capacities of ECCAS and AU in peace keeping and peace building		
Activity Results (Atlas Activity ID)	Provision of subject matter experts and organization of training courses (seminars).	Start Date: second quarter End Date: end of last quarter
Purpose	To enhance the capacity of EIFORCES to deliver specialized courses in line with international standards.	
Description	<i>Hiring of 4 subject matter experts, development of curricula Planned actions to produce the activity result and organisation of seminars.</i>	
Quality Criteria	Quality Method	Date of Assessment
1 4 international subject matter experts recruited to deliver identified courses	<ul style="list-style-type: none"> • Solicit for CVs of experts based on specific training modules • Review of CVs based on core competencies and experiences • Prepare evaluation report on 	<ul style="list-style-type: none"> • Beginning of fourth quarter • Quarterly M&E reports

	experts.	
2 Four specialist- assisted curricula developed for identified modules (Peace keeping, conflict prevention, DDR, CIMIC, Sexual violence and Negotiation courses..).	<ul style="list-style-type: none"> • N° of curricula developed • Peer Review Mechanisms • Compare with UN and AU standards among others • Stakeholders assessment (including participants) 	<ul style="list-style-type: none"> • Beginning of fourth quarter • Participants evaluation report after training delivery in the 3rd and 4th quarters
3 Peace keeping, conflict prevention, sexual violence ,DDR, CIMIC, and Negotiation courses delivered and technically supported by international experts (with a given n° of participants per course).	<ul style="list-style-type: none"> • N° of courses delivered • N° of lectures prepared and delivered <ul style="list-style-type: none"> • N° of participants in attendance • Adequacy of presentation and practicality of presentations <ul style="list-style-type: none"> • Throughput rates. • Participant assessment and evaluation reports 	<ul style="list-style-type: none"> • Penultimate and last month of fourth quarter • Annual Assessment

ANNEX 3

THE INTERNATIONAL SECURITY FORCES TRAINING SCHOOL (EIFORCES)

THE DECREE SETTING UP THE SCHOOL

The Decree to set up the school was signed by the President of the Republic of Cameroon on 22 May 2008. This Decree also states the three mandates of this school. Separately or simultaneously, the school is charged with:

1. Training forces that have been earmarked for peacekeeping and security missions;
2. Organizing training courses for experts;
3. Organizing staff fitness assessment tests (UNSAT Tests).

CONTRIBUTIONS

The following organizations contribute in the running of EIFORCES:

- The French Cooperation;
- ECCAS (Economic Community for Central African States);
- The African Union;
- The European Union;
- COESPU (the Centre of Excellence for Stability Police Units);
- The Pearson Peace keeping Training Centre;
- The ICCR and the Cameroonian Red Cross;

EIFORCES' REAL CAPACITIES, BALANCESHEET AND POTENTIALS

The strength of EIFORCES: it derives its strength from its following components:

- The Law Enforcement Training Centre (CPTMO);
- The Judicial Police Training Centre (CPPJ)
- The National Police Academy (ENSP)

INFRASTRUCTURE

Real Estate: it is made up of:

- a landed property estimated at 42 hectares and above;
- an administrative building;
- an amphitheatre;
- a documentation centre;
- a training site;
- a mess;
- boarding facilities;
- a health centre;
- a power generator;
- a water tank;

- a track and sports ground

THE STAFF

The staff is made up of:

- The Head of the Institution;
- A director of academic affairs;
- Ten trainers;
- A support squadron;
- 25 support staff;
- A medical doctor and 5 nurses

BUDGET

The budget of this school is actually made up of resources from the Government of Cameroon with support from the French cooperation

BALANCE SHEET

As far as the achievements of EIFORCES is concerned, since its inception in May 2008, this school has trained 99 police and security officials from 22 African countries on Stability and Peacekeeping operations, on the one hand.

On the other hand, the school has also trained 3 Cameroonian Police Units. These units are awaiting their equipment in order to be deployed.

THE AFRICAN UNION's MANDATE

Contribute in capacity building in order to strengthen the African Stabilization Force (ASF). In this connection, the EIFORCES is charged with contributing to the establishment of the Police component of the ASF.

- The short term mandate of EIFORCES consists in training on a yearly basis 06 police squads and 160 police officials, both male and female, most of them of African origin;
- In the long term, EIFORCES intends to become an African referral research centre on peacekeeping and non-military operations.

CURRENT TRAINING CAPACITIES

Within the framework of peace and security in Africa, and if the international community should endorse training costs, EIFORCES is capable of training on a yearly basis, forces ready to be used by the future African Stabilization Force. It is equipped with the capacity of:

1. Training a police squad in six weeks;
2. Training 20 police officials in 4 weeks

In brief, EIFORCES can contribute in the technical and operational enhancement of police units deployed on the field in areas of crisis.

TOPICS OF COURSES OFFERED

The following are the main topics of the courses offered by the school. They fulfill all AU and UN requirements:

- Law enforcement in and African context;
- Professional and operational intervention;
- Procedures and inquests
- International law and international human law;
- International organizations

ORGANIZATION AND FUNCTIONNING

General Provisions: EIFORCES is endowed with:

- A legal status and
- Financial autonomy.

It shall be managed by a Cameroonian

The draft organizational chart, budget/resources and running modalities:

- have been approved by the State of Cameroon;
- Shall be submitted to other donors/partners for approval;
- Shall be ratified by the President of the Republic of Cameroon

ORGANIZATION AND MANAGEMENT

EIFORCES is made up of the following four main structures:

- The board of directors
- The Director General;
- The Pedagogic Council
- The Management Committee

1. The Board of Directors

- It is made up of:
 - A board chairperson (of Cameroonian nationality)
 - Members (representatives of States and International Organizations with deliberative and consultative rights pending their level of involvement; as well as Police and gendarmerie Bosses of ECCAS states;
- Its Duties: The board of directors shall have powers in the following domains:
 - the budget;

- Strategic orientations;
- Appointments and designations
- Internal rules and regulations
- Projecting the image of the school

2. Management

- It comprises of:
 - The EIFORCES Director General;
 - A Deputy General Manager in charge of studies, research and trainings;
 - A Director of administrative and financial affairs.

- Duties

- Management is charged with the running of all EIFORCES' services. It manages, directs and supervises all the services of the school.

3. The pedagogic Council

- It comprises of:
 - Chairperson (the EIFORCES Director General);
 - Vice-chairperson (deputy Director general)
 - Members (Permanent Trainers)
 - The Department of Peacekeeping Operations and ECCAS have deliberative rights
- Duties: the pedagogic Council is in charge of carrying out the following activities:
 - Designing academic programmes;
 - Designing the annual work plan;
 - Assess and audit trainings;
 - Is consulted during examinations;
 - Promotes relations with other peacekeeping training centres

4. Management Committee

- It comprises of:
 - Chairperson (the EIFORCES Director General);
 - Vice-chairperson (deputy Director General, the Director of Financial and administrative affairs and Service Heads)
- Duties: the Management committee is responsible of:
 - Assisting the Commander of the school in fulfilling his administrative and management duties;

THE STAFF

The current staff of the School is made up of 190 members, of which:

- 173 Cameroonian police and gendarmerie officials (a support squadron of 145 men and 28 trainers and civilian administrative staff)
- 17 foreign trainers (10 of which are permanent)

EIFORCES RESOURCES

EIFORCES Resources are made up of:

- Grants from the state;
- Donor contributions;
- Payments from services rendered;
- Sales of movable and immovable goods;
- Donations and bequests;
- Loans;
- Other resources

THE SITE PLAN

- EIFORCES is located at Awae on a 42 hectares piece of land;
- The construction of new buildings and the refurbishing of old facilities has been programmed;
- The whole project in itself is environmentally friendly.

THE ADMINISTRATIVE FACILITIES

It is made up of:

- An administrative bloc;
- A Mess

LODGING FACILITIES

- A board and lodging for 50 Expert trainees;
- A staff bloc for 140 persons;
- Lodging facilities for 100 families 2/3 of which are bachelors

ACADEMIC FACILITIES

- An amphitheatre of 200 seats;
- 4 teaching rooms of 50 places each;
- A library;
- A gym;
- An indoor shooting range;
- External training areas;
- A stadium;
- A warehouse

GENERAL SERVICES

- A health centre;
- A garage;
- A fuel refilling hub;
- A technical hub;
- A drilling water system and a tank;
- A power generator
- A police post

POLE OF ATTRACTION

EIFORCES will gather more steam and the training potential will increase as soon as various facilities will be set up

ESTIMATED COST (BESIDES CAMEROON'S CONTRIBUTION) = 11 704 005 euros

- INFRASTRUCTURE: 10 348 945 euros
 - New buildings: 10 139 328 euros
 - Refurbishing of old buildings: 209 617 euros
- EQUIPMENT: 1 355 060 euros
 - Vehicles, arms, computers
 - Pedagogic materials and equipment
- ANNUAL RECURRENT BUDGET is estimated at 1 300 000 euro

CAMEROON'S CONTRIBUTION

- Site procurement and development: 2 400 000 euro
- Annual recurrent budget: 748 000 euro

CONCLUSION

- The setting up of an African peace and security framework is irreversible.
- Cameroon is a stable and important State in Central Africa. Cameroon can also boast of self sufficiency in the area of internal security.
- The political will aims at contributing its own quota in the future African stabilization force in gestation;
- Given that the police component of this force is still lagging behind, EIFORCES will help certainly contribute in bridging this gap.