

PROJECT DOCUMENT**[Cameroon]****Project Title:** Support to EIFORCES' Capacity Building for Security and Peace Interventions**Project Number:****Implementing Partner:** International School for Security Forces (EIFORCES)**Start Date:** April 2018 **End Date:** March 2019**PAC Meeting date:** 18 april 2018**Brief Description**

Cameroon faces three immediate threats that impact on state security and stability, as well as directly impacting on already vulnerable populations. Whilst the Boko Haram insurgency continues with regular suicide bombings, it also contributed to continued mass movements of refugees and internally displaced persons within Cameroon. Resurgence in violence in the CAR has also had a negative impact on the movement of people. Finally, dynamics in the Anglophone area of Cameroon have also had a negative impact on the security environment. In such a context, strengthened national and regional capacities to manage such challenges is critical. In this regard, the International School for Security Forces (EIFORCES) was established by the Cameroonian authorities with the financial support of the Government of Japan (GoJ) to strengthen national and regional security capacities for peacebuilding and peacekeeping operations. Since its creation, the school has equipped 300 members of security forces with skills in peacebuilding and peacekeeping operations and this will continue with the means of the current project.

The present project aims at strengthening the institutional capacity of the International School for Security Force (EIFORCES). This will be done through accompanying EIFORCES' strategic planning capabilities, updating the quality of its training equipment to meet international standards, and developing its research and networking interventions to reinforce civilian and police contributions to national security, multidimensional Peace Support Operations and humanitarian assistance in the Central African Sub region and beyond. The project will ultimately contribute to advancing EIFORCES' ongoing effort of certification as a United Nations Centre of Excellence as well as formulating a clear capacity development action plan for the next 3 years.





Contributing Outcome (UNDAF/CPD, RPD or GPD):
 By 2020, the population, (especially vulnerable groups) in the intervention area are more resilient to environmental, social and economic shocks.

Indicative Output(s):
Output 1: Capacities of civilian and police components of national of national security and multidimensional peace support operations (PSOs) reinforced.
Output 2: EIFORCES' institutional capacities strengthened
Output 3: EIFORCES training equipments are consistent with international standards
Output 4: Research and networking capabilities enhanced
Gender Marker: Gen 2

Total resources required:	US\$1,660,000	
Total resources allocated:	UNDP TRAC:	-
	Donor: (Japan)	US\$1,660,000
	Donor:	-
	Government:	-
	In-Kind:	-
Unfunded:		

Agreed by (signatures)¹:

UNDP	EIFORCES
Print Name:  Allegra Maria Del Pilar Baiocchi Représentant Résident	Print Name:  Général de Brigade Bitoté André Patrice
Date: 13 0 AVR 2018	Date: 03 MAI 2018

¹ Note: Adjust signatures as needed



PROJECT DOCUMENT**[Cameroon]****I. DEVELOPMENT CHALLENGE**

Cameroon continues to face important threats that impact on state security and stability, as well as directly impacting on already vulnerable populations. Whilst the Boko Haram insurgency continues with regular suicide bombings, it's also contributing to continued mass movements of refugees and internally displaced persons within Cameroon. Besides, resurgence in violence in the CAR also had a negative impact on the movement of people.

The Humanitarian Needs Overview (HNO) 2018 states that Boko Haram insurgency has caused 91,000 Nigerian refugees to Cameroon and 236,000 internally displaced persons (IDPs). International and national evaluations reveal weaknesses in the state capacities to provide basic services (including health, education, water, security and civil registration) and governance as well as limited means to access income generating activities in the affected regions, particularly the Far North that has a 74.3% Poverty rate. The violence related to Boko Haram has further deteriorated the economic structure of the region, diverted state resources initially intended for basic services to serve security needs, thus tremendously increasing people's vulnerability in the whole country. Violent radicalization, in particular of youth, especially young girls used as suicide bombers, has increased and threatens to ever maintain the cycles of vulnerability, violence and insecurity.

i- Urgency

While Cameroon grapples with this major security problem and a double humanitarian crisis, internal strife came to worsen the predicament in 2017. Uprisings erupted in the two English-speaking regions of the country where activists have made a bid to change the political system through unrest and a boycott of state institutions. The ensuing violence has displaced inhabitants of entire villages, turning thousands into refugees in Nigeria (about 40 000) and IDPs (30 000) inside Cameroon. This has had a serious impact on development and stability including missed harvests and planting seasons and missed school year for much of the regions youth. The economic vulnerability of the young people has drawn many into the ranks of the secessionists.

This crisis has led to instability, human rights violations, circulation of small arms and the deterioration of Cameroon's security, socio-economic and humanitarian situation. Social tensions and security needs are expected to rise due to at least two sets of factors. The first and ongoing is the increasing economic difficulties related to low state revenues caused in particular by unexpectedly low oil prices. The second involves the need for additional security around preparations for the organization of the 2019 African Cup of Nations (AFCON), the first in Cameroon in half a century, and which may have impact of diverting resources from development priorities.

Furthermore, Cameroon is set to organize in 2018, for the first time ever in a single year, five polls provided for by the country's political system and constitution: municipal, regional, legislative, senatorial, and presidential. This will undoubtedly function as a multiplier of tensions and instability risks. Cameroon's capacity in insuring security and safety in this context is limited.

Despite this challenge in its own internal security needs, the country is involved as a major international security partner on the African continent. Its defense and security forces participate in UN and AU Peacekeeping missions with about 2,000 civilian, police and military personnel, in MINUSCA, MINUSMA and MONUSCO, in addition to contributing troops to the Lake Chad Basin Commission Multinational Joint Task Force against Boko Haram.

EIFORCES was established by the Cameroonian authorities to help support national and regional security capacities. Amongst the personnel deployed in these different missions, about 300 were trained by EIFORCES through the previous projects (Phase 1&2) funded by the Government of Japan through UNDP. About sixty (60) are deployed in the Far North region of Cameroon in the fight against the Boko Haram terrorist group. Given Cameroon's role in regional stability and security, the socioeconomic difficulties, coupled with humanitarian and security challenges appearing as regional problems that need to be met very fast and adequately, especially with reinforced capabilities on the part of security force and peacekeeping intervention readiness.

Moreover, Cameroon continues to strengthen its involvement in the African Peace and Security Architecture (APSA). While the facilities of the Continental Logistic Base of the African Standby Force (ASF) was inaugurated in Douala in January 2018, EIFORCES is currently assuming both the Presidency and the Executive Secretariat of the African Peace Support Trainers Association (APSTA), the prime organization in charge of standardizing and harmonizing ASF training for United Nations and African Union Peacekeeping Operations. In this situation, immediate interventions are necessary to build EIFORCES capacities for security and peace interventions.

ii- Commitment of the Government of Japan

At the heart of this project is the understanding that peace and stability are vital preconditions for development. For the Japan, peace building begins with efforts to "consolidate peace," namely, to push forward process of peace, bring in humanitarian aid such as assistance to refugees and internally displaced persons (IDPs), restore domestic security, and realize justice and reconciliation.

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

These policies reveal that Japan is an important and strategic actor for international peace cooperation initiatives. This includes participation and assistance in United Nations Peacekeeping Operations and coalition forces; diplomatic engagement, including around preventive diplomacy and mediation; provision of emergency humanitarian assistance and assistance for rehabilitation, reconstruction and post-conflict nation-building and peacebuilding. .

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

Japan is already very engaged in Cameroon and is one of the highest-profile funding partners in the most relevant development areas due to its consistent and continuous support to several UN agencies (UNDP, UNICEF, UNFPA, UNHCR...) through the supplementary budget.

iii- Partnership with UNDP

The partnership between UNDP and the GoJ for the capacities building of EIFORCES through the phase 1 and phase 2 projects in 2011 and 2016 has resulted to i)the production of the curricula of the school and a scale up seminars for national and sub-regional personnel's of security forces and civilians, ii) the equipment of a multimedia and documentation Center and language laboratory and the development of research, iii) 300 security forces skilled, thanks to the school, are involved in various peacekeeping missions (MINUSCA, MINUSMA, MONUSCO and Multinational joint task force against Boko Haram).

iv- Unpredictability

Four risk factors and threats that are reshaping the security environment were not foreseeable in April 2016 to March 2017 making the context unpredictable:

- Boko haram's resumption of bombings after the notable successes of the Lake Chad Basin Commission Joint Multinational Task Force;
- Uprisings in the North-West and South West regions of Cameroon that border Nigeria;
- Worsening security trends in CAR; and
- The increasement of the number of participant countries in the AFCON from 16 to 24 teams, decided in June 2017 increases the budget, competition sites and influx of supporters from eight additional countries, aggravating vulnerabilities.

In this context, EIFORCES capacity building for security and peace interventions remains important priority both for Cameroon and the wider region. By supporting EIFORCES' institutional capacity, training programmes, research capabilities for understanding and acting upon the new security environment, as well as its certification process as a UN Center of Excellence for Peace intervention in the sub-region, the Project will contribute to maintain Cameroon's stability and foster the humanitarian-security-development nexus.

II. STRATEGY

The present project aims at strengthening EIFORCES' capacities for Security and Peacekeeping Interventions. This is intended to be achieved through the following key interventions: a) enhancing capacities of civilian and police components, b) enhancing EIFORCES' institutional capabilities, c) improving the quality of its training equipment in line with international standards, and d) developing its research and networking interventions in order to reinforce civilian and police components of National Security, multidimensional Peace Support Operations and humanitarian assistance in the Central African Sub-region. It's assumed that the Project will contribute to boost the country capacity to manage deteriorating security environment, maintain and preserve its stability, and foster the humanitarian-security-development nexus.

To achieve these objectives, the project will proceed in two, complementary directions. First it will help meet a range of urgent needs related to the abovementioned nexus. This include i) the reinforcement of training equipment and research for democratic security and crowd management; ii) the protection of civilians and vulnerable groups; iii) the prevention of violent extremism, counterterrorism, humanitarian relief; iv) access to areas currently controlled by terrorists and separatists for the provision of basic services to people; v) the prevention of attacks on civilians and strengthening of resilience to bombings; vi) deradicalization of youths and women; vii) and development of mediation, negotiation and peace restauration capabilities. Secondly, the project will work in close synergy with others ongoing projects on stabilization and prevention of violent extremism, also funded by the GoJ and currently implemented in the areas affected by security crises in the Far North.

The project will be implemented through capacity-building and technical assistance of the school, while ensuring that results achieved in the previous phases (1&2) are capitalized. The project will draw on expertise available at both UNDP and the School levels as well as with relevant partners identified to this end.

The andragogic and research methodology will be participative, interactive and simulation oriented. Technological enhancement will be both a means and an end, as the acquisition of software and the use of the language laboratory will enable e-learning, in conjunction with international partners such as the Peace Operations Training Institute. Networked research will follow this capacity building and results sharing pattern.

The project will contribute to the implementation of the UNDP's Country Office Program for 2018-2020 by adapting local conflict resolution mechanisms to new and emerging contexts. It will work on fostering dialogue between citizens and security agencies, and connect local knowledge with national-level efforts for recovery and peacebuilding. This will help to support existing social and institutional mechanisms to prevent conflict and respond to violent extremism which is one of the main focus areas of the current country program.

The project will be implemented in three locations of strategic importance for far reaching direct and indirect impact. The first location is EIFORCES tactical and operational training facility in Awae, 30 miles of Yaoundé. The second is EIFORCES headquarter and strategic training site in Yaoundé. The third is on the field in Maroua in the Far North region near Lake Chad.

III. RESULTS AND PARTNERSHIPS

a- Expected Results

The project will be implemented through four (04) major outputs and nineteen (19) main activities strategically and relevantly defined to scale up on and consolidate achievements of the previous phases (1&2).

OUTPUT 1: CAPACITIES OF CIVILIAN AND POLICE COMPONENTS OF NATIONAL SECURITY AND MULTIDIMENSIONAL PEACE SUPPORT OPERATIONS (PSOS) REINFORCED.

Expected direct beneficiaries: 1565 trainees among which 30% of women, and African Peace Support Training Institutions staff,

Expected indirect beneficiaries: Populations of Cameroon and the Lake Chad Basin

1.1 Seven (07) training sessions for 350 personnel ready to participate in peacekeeping operations

Activity 1.1.1: Protection of Civilians (POC) Training session (1 week)

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

Activity 1.1.2: Training in Mediation and Negotiation in Peace Support Operations (2 WEEKS)

The training session will provide participants with essentials enabling them to integrate, in their planning concepts and activities, the diverse imperatives, including communication, mediation and negotiation as structuring elements of strategy for the conduct of missions. This includes:

- Understanding the general framework of UN peacekeeping, with particular emphasis on the preventive diplomacy approach and the challenge of the integration of mission components;
- Identifying the fundamentals of a social and operational communication strategy meeting the specific needs raised by the conflict;
- Mastering key mediation and negotiation skills that enable and facilitate community dialogue in conflict management.

Activity 1.1.3: Training for the Pre-deployment Individual Police (02 WEEKS)

Police officers selected for service in a UN peacekeeping operation are expected to be well trained, experienced and of the highest professional standards. The aim of the training for Police Officers is to support pre-deployment training of police officers going to serve in UN peacekeeping operations. The session will prepare participants for deployment, in order to maximize effectiveness in the execution of police tasks in Peacekeeping operations.

Activity 1.1.4: Training in the Prevention of Sexual Exploitation and Abuse (1 WEEK)

The goal is to enable trainees to acquire definitions, regulations and norms concerning the prevention and repression of behaviors characteristic of sexual exploitation and abuse. The training is mandatory for all uniformed and civilian personnel in PKO and is intended to strengthen training on the standards of conduct, with a special focus on sexual exploitation and abuse. The training is part of the wider effort to implement a series of corrective and preventive measures, following many allegations of such misconduct, including within the ranks of its peacekeepers as it has been alleged in MINUSCA recently.

Activity 1.1.5: Training in Human Rights and Protection of Vulnerable Groups (2 WEEKS)

In this session, trainers will inculcate trainees with notions and help them elucidate issues related to inalienable universal Human Rights. The aim of this module is to provide learners with a clear understanding of human rights achieve, a thorough understanding of Human Rights implications related to the procedures of arrest and detention, aimed at allowing the learners to detect and report relevant violations, mentor local police on the performance of executive powers and provide a common basis for the performance of executive missions by UNPOL/FPU according to international standards and best practices.

Activity 1.1.6: Training in the Fight against Violent Extremism (1 WEEK)

Despite the increasing public acknowledgment of the limitations of military responses and the recognition that responding to violence with more violence makes us all more insecure, there continues to be deliberate reluctance to dig deeper in diagnosing some of the powerful drivers of violent extremism. The training will present the approach that has led national and international policymakers to focus primarily on the lack of capacity of formal state institutions and has neglected the informal structures that contribute to peace, stability and development in society. It will further expose learners to the more holistic and more adequate approach, notably engaging citizens — including families, women, and youth — in public conversations on the drivers of, and solutions to, radicalism and violent extremism that goes a long way toward addressing them.

Activity 1.1.7: Formed Police Unit (FPU) Pre-deployment Training (08 weeks)

The aim of this training is to familiarize participants with the evolution of mandates and the current FPU tasks for immediate deployment in the Police component of PKOs. It aims at understanding their tasks and responsibilities as UN Police and FPU (Formed Police Units) members and the future direction of UN Peacekeeping Operations. The training will explain the principles of democratic policing and describe the cooperation with main partners.

1.2. Enhancement of the harmonization and standardization of trainings of the African Standby Force's Peacekeeping interventions through EIFORCES leadership of the African Peace Support Trainers Association (APSTA)

Activity 1.2.1: APSTA PSO Training Harmonization Symposiums

During the project period, EIFORCES will be assuming the Presidency and Executive Secretariat of APSTA. As part of EIFORCES effort to further raise the quality of its pedagogical activities to international standards, gain United Nations certification as a Center of Excellence and contribute to disseminating UN standards for the preparation of African Standby Force interventions, EIFORCES will host two symposiums. The first will evaluate Peace Support Training coordination, harmonization and standardization in Africa and, after review of the results, the second symposium will consider the way forward in terms of standards dissemination and Peace support training cooperation.

Activity 1.2.2: APSTA PSO Training Harmonization Report Publication and Distribution

This activity will fulfill the aim of the symposiums: to produce and disseminate an updated manual of harmonized training standards for the African Peace and Security Architecture or handbook for standards and Peace support cooperation in Africa.

OUTPUT 2: EIFORCES' INSTITUTIONAL CAPACITIES STRENGTHENED

Expected direct beneficiaries: 10 EIFORCES and UNDP staff

Expected indirect beneficiaries: 80 EIFORCES and UNDP staff after mission restitution

Activity 2.1: Study mission to visit two drills/exercise villages and establishment of working relations

EIFORCES will conduct Exchange Missions in order to visit exercise/drills villages in two countries and train personnel in managing such a village and in starting preparations for the construction of EIFORCES' own village, which is necessary in the certification process.

Activity 2.2: Formulation of Multiyear Development Strategy and Resource Mobilization Coordination

In order to complete its institutional development apparatus, EIFORCES will produce a strategic document for multiyear development, resource mobilization and coordination of cooperation with partners.

Output 3: EIFORCES TRAINING EQUIPMENTS ARE CONSISTENT WITH INTERNATIONAL STANDARDS

Expected direct beneficiaries: 306 trainees and staff

Expected indirect beneficiaries: Thousands of subsequent FPU and scientific police trainees, and Drills village and library users at EIFORCES

Activity 3.1: Acquisition of full equipment for a Formed Police Unit (FPU)

The goal is to acquire equipment for a full Formed Police Unit to be deployed in internal security settings or UN PK missions. The learners' readiness will be enhanced through complete familiarity with that equipment which is used in the following training modules:

- Foot tactics 1 – Basic Public Order Techniques
- Foot tactics 2 – Cordons & Crowd Control
- Foot tactics 3 – Intervention at barricades
- Vehicle tactics
- Arrest methods
- Extinguishing fire in public order management situations
- Action on incoming fire in public order situations
- Rescue of a threatened unit
- Breaking contact/assisting a unit.

Activity 3.2: Acquisition of 50 didactic briefcases for technical and scientific Police training

The School will acquire 50 briefcases which are toolboxes for technical and scientific police to be used by trainees who will thus learn how to behave in a criminal scene and how to conduct investigations. The tools in the briefcases are for use for every field situation, including taking samples on a crime scene and detecting traces of blood, sperm and other evidence.

Activity 3.3: Acquisition of sport hall equipment

EIFORCES has already built a training and fitness room for its learners and staff. This room needs to be equipped with exercise and physical training equipment.

Activity 3.4: Acquisition of audio-visual equipment for the drills village

This material is necessary for simulations exercises and the signalization of the drills village for professional training. This is composed of sound system, Camera and tools for signalization. Audio-visual equipment for the Exercise/drills village to be purchased and installed includes closed-circuit television, sound system, microphones, megaphones, binoculars, etc.

Activity 3.5: Acquisition of library management software

A software will be purchased and installed to enable EIFORCES Documentation Center to function as a fully modern library with library material loans, patron identification and responsibility management, stacks security system, etc. for which at least two library staff will be trained.

Activity 3.6: Acquisition of reprography equipment.

A High-Performance copy machine will be purchased for use in the library.

Activity 3.7: Acquisition of Alumni and trained personnel monitoring

EIFORCES will purchase a software to facilitate the monitoring of Alumni and trained personnel, as well as alumni relations as part of its cooperation and resources mobilization coordination. The package will include training for at least two EIFORCES PR and cooperation staff.

OUTPUT 4: RESEARCH AND NETWORKING CAPABILITIES ENHANCED

To reinforce the understanding of the evolving security environment and guide action within the parameters and settings of internal security, regional security cooperation and PKOs, EIFORCES Research and Documentation Center will, in close collaboration with UNDP and Universities around the Lake Chad vicinity (including Maiduguri in Nigeria, Diffa in Niger, Ndjamena in Chad and Maroua in Cameroon), hold conferences, constitute a permanent research group, insure permanent update enabling stakeholders to keep research work up to date and topical, and publish results of research activities. These activities and publications will insure immediate and long-term visibility for the support of the Government of Japan.

Expected direct beneficiaries: 4395 Conference and seminar attendants, library users and published volumes readers

Expected indirect beneficiaries: Thousands of subsequent trainees, researchers and library users

Activity 4.1: Organization of two international conferences on Security and Peacekeeping

EIFORCES will, as per its tradition, organize two international conferences on topical, emerging, persistent or resurgent aspects of Peacekeeping and security as well as the humanitarian-security-development nexus in Africa. Precise themes within those headings are being considered in cooperation with such potential partners as the Potomac Institute for Policy Studies, the Africa Center for Strategic Studies, UNDPKO, UNODC, and the United States Institute of Peace.

Activity 4.2: Research seminar and experts pool constitution

EIFORCES research and Documentation Center will hold a Research Seminar with the goal of putting together a Research Group on Human Security in the Lake Chad Basin and the publication of an edited volume on the Humanitarian-Security-Development nexus in the area.

Activity 4.3: Subscription to periodicals

EIFORCES library will be reinforced with major research periodicals pertaining to peace, security, humanitarian relief, development, and conflict resolution in Africa. These will be acquired by means of subscription to hardcopy and online versions.

Activity 4.4: Reports publication

The most conclusive works of the International conferences and Research seminar will be published as Proceedings or edited volumes.

b- Beneficiaries

The direct beneficiaries of the project are about 6276 personnel including gendarme, police, academics, civil servants and members of the civil society, mostly from Central Africa and West Africa. The staff of EIFORCES and Cameroonian military, police and other Ministries (Ministries of Defence, Territorial administration, Justice...), APSTA member institutions, ECCAS, ECOWAS and LCBC will benefit through individual as well as institutional capacity building activities. Particular attention will focus on gender with a quota of 30% of direct beneficiaries being female. The indirect beneficiaries are the peoples of the sub-region and the continent, especially those who are the citizens of countries that have witnessed armed conflicts or instability where trained PSO personnel are deployed. In addition, closer indirect beneficiaries will include subsequent trainees at EIFORCES, refugees, Internally Displaced persons, returnees from the ranks of terrorists, etc.

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

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

As for the UNDP Strategic Plan 2018-2021, the project is aligned with Outcome 3: "Strengthen Resilience to Shocks and Crises". The implementation of Cameroon's "Growth and Employment Strategy Paper (GESP 2010-2020)" in the areas of the country affected by Boko haram and separatist violent extremism also requires the reinforcement of Security Forces penetration, for which EIFORCES has unique enabling capacities. GESP has guided the formulation of the current UN Development Assistance Framework (UNDAF 2018–2020).

This current project is also aligned with Pillar 4 (Resilience, early recovery and food security) of the UNDAF. Precisely, it will contribute to Outcome 4.1: by 2020, populations (especially vulnerable groups) in the intervention areas are more resilient to environmental, social and economic shocks. The issue of prevention of violent extremism, youth empowerment and resilience requires activity implementation in the immediate and long terms. The project is in line with humanitarian interventions in the lake Chad Basin areas affected by Boko Haram. Finally, the project also contributes to implementing the UN Global strategy against terrorism, in particular Pillar II: Preventing and combating terrorism, Pillar III, Building States' capacity and strengthening the role of the UN, and Pillar IV: Enforcing Human Rights and the Rule of law in the fight against terrorism.

d- Human security approach

The project applies the Human Security approach (people-centred) by training and educating Security Forces, Civil servants, Researchers and NGOs in working with beneficiary communities and population groups, including youths, women, IDPs, and returnees to improve collective security. Project activities aim to promote social cohesion, and prevent conflicts/violent extremism, through comprehensive and participatory prevention and response.

e- Resources Required to Achieve the Expected Results

In addition to the staff of the implementing partner, the project will be carried out with the assistance of a UNDP project management team comprising a Finance and Administrative Assistant, as well as the Governance team leader for quality assurance.

f- Partnerships

The project will be implemented by EIFORCES with UNDP assistance. At the national level, implementation will be done in collaboration and coordination with the "Empowering Youth for Peace, Security and Resilience in the Far North of Cameroon" project, as well as military, academic and diplomatic institutions such as the Yaounde-Simbock International War College and the International Relations Institute of Cameroon. At the regional level, partners will include

Universities located in the vicinity of the Lake Chad basin: Maroua in Cameroon, Maiduguri in Nigeria, Diffa in Niger, and Ndjamena in Chad. Also, ECCAS will be involved through COPAX, the Central African States Peace and Security Council. At the broader international level, partners will include APSTA and member institutions, along with the International Association of Peacekeeping Training centers (IAPTC), UNODC, UNDPKO, the Potomac Institute of Policy Studies, the Peace Operations Training Institute and the United States Institute of Peace.

g- Risks and Assumptions

The main risks are political, operational, financial, and technical. If the security environment deteriorates due to political strife, especially around the period of elections, the project could experience a shortage of trainees drafted to intervene in the theater of operations. On the operational plane, training sessions could start later than scheduled because of administrative and other delays, especially in trainees' source countries other than Cameroon. Achieving the 70/30% male-female ratio could also be difficult due to the historically limited numbers of female personnels in Defense and Security Forces.

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

The political risk would be difficult to mitigate. However, by design, the project implementation would be a tool for the prevention of that risk. On the operational plane, UNDP will coordinate with EFORCES to identify, locate and attract suitable trainees and send invitation letters ahead of time to reduce red tape related risks. In case of shortage in female trainees compromising the 30/70% target, civilian women will be invited to replace Police and military females in training sessions.

Financially, the budget will be frequently monitored against inflation and reviewed to adjust to financial changes. Certain purchases could be downsized. As for the technical risk, the implementing partner and UNDP will involve JICA and other stakeholders as soon as the project starts, in order to increase chances to recruit a UNV in time for optimum input.

h- Stakeholder Engagement

Many stakeholders are governmental entities (Ministry of Economy, Planning and Regional Development (MINEPAT), Ministry of Defence (MINDEF), General Delegation to National Security (DGSN), Ministry of Justice (MINJUSTICE), Ministry of Territorial Administration (MINAT), Ministry of External relations (MINREX), Ministry of Communication (MINCOM). Along with NGOs, these are usual stakeholders and providers of trainees that are usually prompt in welcoming opportunities to collaborate with the implementing partner.

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

In the exploration of the best options for the construction of the drills/exercise village, countries of the global south, in particular South Africa, Kenya, Egypt and other APSTA country members with Drills villages will be privileged for blueprints, equipment and experts.

j- Gender

This project will contribute to women's empowerment by inserting the gender approach in each training or research activity, and targeting a female/male ratio of at least 30/70 amongst trainees. In addition, issues related to women's rights (women peace and security) will be part of training, research and harmonization to make sure the UNSCR 1325 on women peace and security is integrated into training materials and resources, as well as research protocols and priorities.

k- Knowledge

Studies and research conducted during the course of the project will be published. At least four publications are planned. These will include two international Conference Proceedings and one edited Volume on the Humanitarian, Stability, Counterterrorism, Security and Development in the Lake Chad basin area, along with one Peacekeeping Training Cooperation Manual and other knowledge products. They will be distributed amongst Security and Peacekeeping training

institutions, trainees, partners, donors, and all relevant stakeholders with the goal of supporting understanding and action upon the security environment, and enlightening future interventions.

I- Sustainability and Scaling Up

The activities will be carried out with the involvement of concerned ministries, institutions, international partners and national NGOs. Knowledge and capacity building based on national procedures and international standards will be achieved and imparted collaboratively so as to maintain sustainability. Based on the experience of UNDP in previous projects and the multi-partner nature of EIFORCES, the project will be in convergence with others at EIFORCES and nationally in pursuit of the goals. The project would be scaled up with an important European Union contribution to EIFORCES (2018-2020).

IV. PROJECT MANAGEMENT

a- Cost Efficiency and Effectiveness

For the strategy to maximize the project's impact with available resources, the overall intervention will disseminate its effects from a triple point of impact toward the benefit of the whole country and sub-region. These three points are EIFORCES Headquarters in Yaounde and Training facility in Awae, as well as Maroua in the Far North. For efficiency and effectiveness sake, they respectively have institutional and strategic, operational, and field dissemination significance.

The Institutional capacity development at the Headquarters will rely on anticipatory implementation, the multiyear development plan, cooperation with APSTA, research, and equipment acquisition through competitive bid and best value approach. Together, these will boost the school's ability to maximize the quality and numbers of trainees, not only during the project year, but also for the future. In terms of change, there are three advantages supporting effectiveness: cost, harmonization and direct impact in stabilizing the security environment. In terms of costs, increased training capacity and sessions focuses on UN certified domains of expertise where EIFORCES has experience and standardized costs. In addition, harmonization with APSTA will bolster democratic security practices in the targeted areas, and finally, enable the reduction of violence conducive to a less volatile security environment, with protected citizens who can resume activities and develop their livelihoods. The field intervention point in Maroua will help disseminate these effects directly to one of the most affected areas in order to reach more direct and indirect beneficiaries.

b- Project Management

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

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

A management fee of 8% will be charged by UNDP to the value of the contribution, pursuant to the UNDP Board-endorsed policy on the recovery of General Management Support (GMS) costs for managing this project on behalf of the Japanese Government. This shall be reflected in the Note

Verbales to be exchanged between the parties and the UNDP. Interest income and unspent balance as applicable to this project will be handled according to the terms, policies, and procedures of the Japan-UNDP partnership fund. UNDP will submit an interim (mid-term) report as well as a final report upon project closure, including a financial report. If there is a necessity to change the period, the content or the project budget, EIFORCES and UNDP will consult with the Embassy of Japan in Cameroon in advance.

c- Equipment

The general policies and procedures governing procurement, recruitment and contracting of inputs as set out by the UNDP shall be used for project implementation. Nevertheless, the project may have to be adjusted to meet the requirements of HACT (Harmonized Cost Transfer) when it enters into effect. Where the procurement, recruitment and utilization of inputs involve complex and/or technically sophisticated issues of a specialized nature (security, military items), the executing agent may request the assistance of an implementing agent such as a United Nations agency (DPKO...). Such agent(s) may apply the procedures, rules and conditions of their respective organizations in rendering the assistance. The equipment procured with the project fund will be transferred to EIFORCES. EIFORCES will be responsible for use and maintenance, including all necessary repairs of the equipment during the project and after its completion.

d- Audit:

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

e- Communication, Publication and Publicity

The project will take all appropriate measures to publicize the initiatives by the Japan/UNDP partnership in supporting these trainings and other activities of EIFORCES. All communications relating to the project on UNDP and EIFORCES websites, information given to the press and project beneficiaries, all related publicity materials, official notices, reports and publications, shall acknowledge that the project was carried out with funding from the Government of Japan, and shall display the logos of Japan and UNDP. The project will also organise a launch event upon commencement of implementation of the project in order to publicise the role of Japan and the UNDP in supporting national and regional peacekeeping and Security efforts.

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



V. RESULTS FRAMEWORK²

<p>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: By 2020, the population, (especially vulnerable groups) in the intervention area are more resilient to environmental, social and economic shocks</p> <p>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Indicator 2.3: Number of local institutions and platforms applying techniques and strategies for conflict prevention/management and social cohesion 2.3a: Local institutions: Baseline (2016): 3, Target: 7</p> <p>Applicable Output(s) from the UNDP Strategic Plan 2018 - 2021: Outputs: 2: Strengthen effective, accountable and inclusive governance; and 3: enhance prevention and recovery for resilient societies</p> <p>Project title and Atlas Project Number: Support to EIFORCES' Capacity Building for Security and Peace Interventions</p>						
EXPECTED OUTPUTS	OUTPUT INDICATORS ³	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS
			Value	Year		
Output 1: CAPACITIES OF CIVILIAN AND POLICE COMPONENTS OF NATIONAL SECURITY AND	1.1 Number of training sessions,		6	2017	7	<u>Targets:</u> 350 Security Forces and civilians skilled 15 APSTA member institutions gathered in PSO Training harmonization and standardization symposiums 1 PSO training cooperation manual Training Reports, Monitoring reports, minutes of
	1.2 Number of personnel, women and men trained		253	2017	350	
	1.3 Percentage of trained personnel ready to participate in peacekeeping operations		0%	2017	90%	

² UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

³ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

MULTIDIMENSIONAL PEACE SUPPORT OPERATIONS (PSOS) REINFORCED.	1.4 Number of harmonization reports drafted out of African Peace Support Trainers Association (APSTA) harmonization Symposiums. 1.5: Number of Harmonized training cooperation manuals elaborated and disseminated.	0	2017	2	meetings, Audit report, project terminal report, etc. Certificates of beneficiaries Training reports Symposiums Reports, Monitoring reports, Minutes of symposiums, Audit report, project terminal report, etc. Publication available
Output 2 EIFORCES' INSTITUTIONAL CAPACITIES STRENGTHENED	2.1 Number of Exchange Missions Reports drafted and memorandums of partnership intent signed 2.2 Percentage of EIFORCES Staff participating to study mission able to manage a village of exercise	0	2017	2	Targets: 1 Exercise/drills village planification 1 Multiyear strategy plan Missions Reports, pre-agreements signed for the partnership
Output 3 EIFORCES TRAINING EQUIPMENTS ARE CONSISTENT WITH INTERNATIONAL STANDARDS	3.1 Number of Formed Police Unit equipment purchased, including: helmets, goggles, vests and other body armor and dress/boots, gas masks, batons, cuffs, ordinary and ballistic shields, etc. Number of FPU trained and ready to be deployed	0	2017	125	Targets: 1 125 FPU international standard training equipment 1 Scientific Police Training equipment for a 50 class 1 Equipped sport hall 1 Electronics set for drills/Exercise village 1 Electronically managed library
3.2 Number of briefcases for technical and scientific Police training purchased	0	2017	50	1 Library High Quality copier 1 Electronically managed alumni database	
3.3 Number of sport hall equipped	0	2017	1	Assets available Electronically managed Library	
3.4 Number of Exercise/drills village equipped with Audio-visual materials, including: closed-circuit television, sound system, microphones, megaphones, binoculars, etc	0	2017	1	Electronically managed alumni database	
3.5 Number of library management software purchased and installed. At least two library staff trained for its use	0	2017	2		
3.6 Number of High Performance copy machine purchased	0	2017	1		
3.7 Number of alumni and trained personnel monitoring software purchased Number of EIFORCES PR and cooperation staff trained	0	2017	1	2	

Output 4 RESEARCH AND NETWORKING CAPABILITIES ENHANCED	4.1 Number of international Conferences held	0	2017	2	Targets: 2 International expert gatherings 1 Research group with 15 Lake Chad Basin field experts team formed 1 One year access to major periodicals 3 Research publications Conference Reports, minutes of meetings, Audit report, project terminal report, etc. Seminar Report, minutes of meetings, Audit report, project terminal report, etc. Subscription contracts and periodicals available Publications available
	4.2 Number of Research Seminar held researchers registered	0	2017	1	
	4.3 Number of subscription contracts for hardcopy and online access	0	2017	15	
	4.4 Number of conference proceedings and edited volume published	0	2017	3	

VI. MONITORING AND EVALUATION

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

The project will be subject to standard UNDP procedures and policies for monitoring and evaluation. The monitoring and evaluation process will use the quantitative and qualitative performance indicators detailed against each of the project objective(s). The monitoring of the project implementation to provide early indications of progress, or lack thereof, will be done regularly by all the parties involved in the project implementation through field visits, systematic reporting, bi annual meetings of the Steering Committee when necessary, on time annual review meeting and report of study on knowledge and experience gained. Reports of field visits, the midterm progress report and the final project report will be produced and will be disseminated to all the stakeholders. The UNDP Cameroon Country Office through the Governance and Peace Building Programme Unit will provide Project Assurance and specifically on the following:

- f- Adherence to the business case (on behalf of the Executive);
- g- Monitoring of the compliance with user needs and expectations (on behalf of Senior User);
- h- Supplier Assurance carried out by spot-checks of deliverables and outputs; and,
- i- Review of Deliverables via Quality Reviews.

The Project Steering Committee will meet three times throughout the project implementation (at the beginning, after six months and at the end) to review project implementation and advice accordingly. EFORCES will be responsible for submitting a midterm report and a final report to the UNDP office in Cameroon on the implementation of the project.

One midterm and one final monitoring report shall be submitted by the UNDP country office to the Embassy of Japan
Within the project cycle, the following monitoring tools shall be used:

- j- A midterm monitoring progress reports shall be submitted by the Project Managers to the Project Steering Committee;
- k- An Issue Log shall be updated regularly to facilitate tracking and resolution of potential problems or requests for changes;
- l- The Risk Log shall be regularly updated by reviewing the external environment that may affect the project implementation;
- m- A Lessons Learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the programme; and,
- n- A Quality Log shall record progress towards the completion of activities.

The data above will be entered into the relevant ATLAS M&E modules (UNDP project management rules and procedures). To complement this, an annual project review will be conducted by the Project Steering Committee during the fourth quarter of the year as a basis for assessing the performance of the project. This review will involve all key project stakeholders and will focus on the extent to which progress is being made towards outputs, and that these

remain aligned to appropriate outcomes. The review will be structured by a set of common standards, and will be subject to spot external quality assurance assessments. This review should update output targets and results achieved in ATLAS.

Monitoring Plan

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

	targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.						
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually, at the end of the project	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.				

Evaluation Plan⁴

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

⁴ Optional, if needed

VII. MULTI-YEAR WORK PLAN ⁵⁶

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by quarter				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q2 2018	Q3 2018	Q4 2018	Q1 2019		Funding Source	Budget Description	Breakdown	Amount
Output 1: CAPACITIES OF CIVILIAN AND POLICE COMPONENTS OF NATIONAL SECURITY AND MULTIDIMENSIONAL PEACE SUPPORT OPERATIONS (PSOS) REINFORCED.	1.1 PROTECTION OF CIVILIANS TRAINING SESSION (1 WEEK)					EiFORCES, UNDP Japan	71300/Local Consultant	Moderator (Honorarium+DSA)	1,500	
							71200 International Consultant	International Expert (Honorarium+DSA+Transport)	5,000	
							71300 Local Consultant	3 Local Experts (Honorarium+DSA)	5,000	
							71600 Travel	Participant's fees (DSA+Transport)	28,000	
							71600 Travel	Flights tickets for 5 participants	7,500	
							72500 Supplies	Supplies	1,000	
	1.2 MEDIATION AND NEGOCIATION IN PEACE SUPPORT OPERATIONS TRAINING SESSION (2 WEEKS)					EiFORCES, UNDP Japan	71300/Local Consultant	Moderator (Honorarium+DSA)	3,000	
							71200 International Consultant	International Expert (Honorarium+DSA+Transport)	10,000	
							71300 Local Consultant	2 Local Consultants (Honorarium+DSA)	8,000	

⁵ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁶ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

1.3 PREDEPLOYMENT OF INDIVIDUAL POLICE TRAINING SESSION (02 WEEKS)	EIFORCES, UNDP	Japan	71600 Travel	Participant's fees (DSA+Transport)	56,000
			71600 Travel	Flights tickets for 7 participants	10,500
			72500 Supplies	Supplies	1,500
			71300 Local Consultant	Moderator (Honorarium+DSA)	3,000
			71200 International Consultant	International Expert (Honorarium+DSA+Transport) for 02 weeks	10,000
			71300 Local Consultant	2 Local Experts (Honorarium+DSA) for 02 weeks	8,000
			71600 Travel	Participant's fees (DSA+Transport) for 02 weeks	40,000
			71600 Travel	Flights tickets for 5 participants	7,500
			72500 Supplies	Supplies	1,500
			71300 Local Consultant	Moderator (Honorarium+DSA) for 01 week	1,500
			71200 International Consultant	1 International Expert (Honorarium+DSA+Transport) for 01 week	5,000
			1.4 PREVENTION OF SEXUAL EXPLOITATION AND ABUSE TRAINING SESSION (01 WEEK)	EIFORCES, UNDP	Japan
71600 Travel	Participant's fees (DSA+Transport) for 01 week	28,000			
71600 Travel	Flights tickets for 6 participants	9,000			
72500 Supplies	Supplies	1,000			
71300 Local Consultant	Moderator (Honorarium+DSA) for 02 weeks	3,000			
71200 International Consultant	International Expert (Honorarium+DSA+Transport) for 02 weeks	10,000			
1.5 HUMAN RIGHTS AND PROTECTION OF VULNERABLES GROUPS TRAINING SESSION (02 WEEKS)	EIFORCES, UNDP	Japan	71300 Local Consultant	Moderator (Honorarium+DSA) for 02 weeks	3,000
			71200 International Consultant	International Expert (Honorarium+DSA+Transport) for 02 weeks	10,000
			71300 Local Consultant	Moderator (Honorarium+DSA) for 02 weeks	3,000
			71200 International Consultant	International Expert (Honorarium+DSA+Transport) for 02 weeks	10,000
			71300 Local Consultant	Moderator (Honorarium+DSA) for 02 weeks	3,000
			71200 International Consultant	International Expert (Honorarium+DSA+Transport) for 02 weeks	10,000

	GMS (8%) Sub-Total											47,480	
	Sub-Total for Output 1											640,980	
Output 2: EIFORCES' INSTITUTIONAL CAPACITIES STRENGTHENED.	2.1 MISSIONS TO VISIT DRILLS/EXERCISE VILLAGES AND INITIATE WORKING RELATIONSHIPS									EIFORCES, UNDP	Japan	71600 Travel	40,000
	2.2 FORMULATION OF MULTIYEAR DEVELOPMENT STRATEGY AND RESOURCE MOBILIZATION COORDINATION									EIFORCES, UNDP	Japan	71600 Travel	15,000
	Sub-Total												55,000
	GMS (8%) Sub-Total												4,400
	Sub-Total for Output 2												59,400
Output 3: EIFORCES EQUIPMENTS CONSISTENT INTERNATIONAL STANDARDS.	3.1 ACQUISITION OF FULL EQUIPMENT FOR AN FPU									EIFORCES, UNDP	Japan	72100 Contractual Services-Companies	170,000
	3.2 ACQUISITION OF 50 DIDACTIC BRIEFCASES FOR TECHNICAL AND SCIENTIFIC POLICE TRAINING									EIFORCES, UNDP	Japan	72100 Contractual Services-Companies	60,000
	3.3 ACQUISITION OF SPORT HALL EQUIPMENT									EIFORCES, UNDP	Japan	72100 Contractual Services-Companies	65,500
	3.4 ACQUISITION OF AUDIO-VISUAL EQUIPMENT FOR THE DRILLS VILLAGE									EIFORCES, UNDP	Japan	72100 Contractual Services-Companies	50,000
	3.5 ACQUISITION OF LIBRARY MANAGEMENT SOFTWARE AND TRAINING OF EIFORCES LIBRARY STAFF									EIFORCES, UNDP	Japan	72100 Contractual Services-Companies	25,650
	3.6 ACQUISITION OF REPROGRAPHY EQUIPMENT FOR THE LIBRARY									EIFORCES, UNDP	Japan	72100 Contractual Services-Companies	15,850

Output 4: RESEARCH AND NETWORKING CAPABILITIES ENHANCED	3.7 ACQUISITION OF ALUMNI AND TRAINED PERSONNEL MONITORING SOFTWARE AND TRAINING OF EFORCES PR AND COOPERATION STAFF								Japan	72100 Contractual Services-Companies	12,506
	Sub-Total										399,506
	GMS (8%) Sub-Total										31,960
	Sub-Total for Output 3										431,466
	4.1 ORGANIZATION OF TWO INTERNATIONAL CONFERENCES ON SECURITY AND PEACEKEEPING								Japan	75700 Training, Workshop and Conference	60,000
	4.2 RESEARCH SEMINAR FOR THE CONSTITUTION OF A RESEARCH GROUP ON HUMAN SECURITY IN THE LAKE CHAD BASIN AND PUBLICATION OF AN EDITED VOLUME ON THE HUMANITARIAN-SECURITY-DEVELOPMENT NEXUS IN THE AREA								Japan	72100 Contractual Services-Companies	35,000
	4.3 SUBSCRIPTION TO PERIODICALS								Japan	72100 Contractual Services-Companies	8,500
	4.4 PUBLICATION OF RESEARCH AND CONFERENCE REPORTS								Japan	74200 Audio Visual & Print Prod Costs	50,000
	Sub-Total										153,500
	GMS (8%) Sub-Total										12,280
Sub-Total for Output 4										165,780	

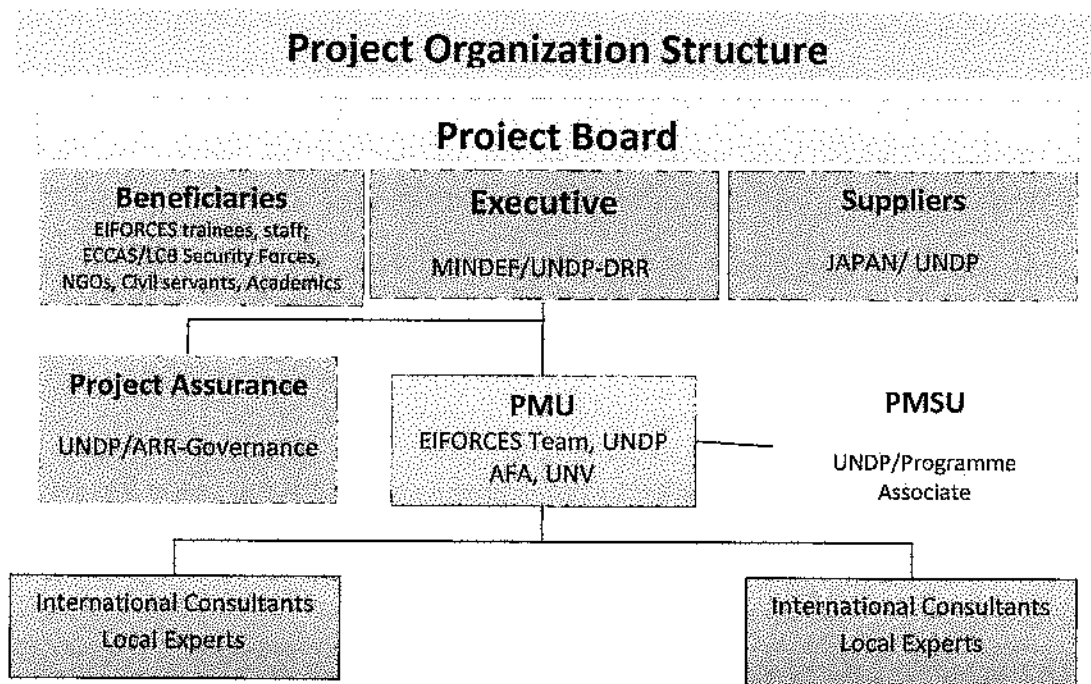
Project Management	UNV technical advisor, International					UNDP	Japan	63300 Recurrent Payroll	Non-Service	50,000
	Financial Administrative Assistant					UNDP	Japan	71400 Contract-Individuals	Service	20,000
	Monitoring, Evaluation, communication and quality assurance					UNDP	Japan	74200 Audit Visual & Print Prod Costs	Audit	58,000
	Audit					UNDP	Japan	72100 Contractual Services-Companies	Contractual	20,000
	Direct project costs					UNDP	Japan			166,000
	Global monitoring reporting and coordination					UNDP	Japan			21,531
	Sub-Total									335,531
	GMS (8%) Sub-Total									26,842
	Sub-Total for Direct project cost									362,373
	Sub-Total									1,537,037
General Management Support (8%)⁷									122,963	
TOTAL									1,660,000	

⁷ Concerning the GMS, the sum of each Output's GMS is 122,962 while the total GMS is 122,963 because of round off. the sum does not correspond exactly to the grand total of GMS.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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

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



IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

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

RISK MANAGEMENT STANDARD CLAUSES

1. Consistent with the Article III of the SBAA *[for the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]⁹.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/qa_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

X. ANNEXES

1. Project Quality Assurance Report

⁹ Use bracketed text only when IP is an NGO/iGO

2. **Social and Environmental Screening Template** [\[English\]](#)[\[French\]](#)[\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant.
(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).
3. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions**

