

**Ecole Internationale des Forces de Sécurité
(EIFORCES)**

United Nations Development Programme

**Strengthening EIFORCES for building capacities of African
security forces in peacekeeping and peace building
interventions**

January to December 2015

PROGRAMME DOCUMENT

June 2014

United Nations Development Programme

Country: Cameroon

Project Document

Project Title:

Strengthening EIFORCES for building capacities of African security forces in peacekeeping and peace building interventions

UNDP Strategic Outcome:

Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including climate change.

UNDAF Outcome:

By 2017, the national and local institutions assume their missions transparently, with respect to gender equity, Human rights and the rule of law.

Expected Output(s):

EIFORCES is an excellent operational Centre in building capacities of security forces at all levels in the ECCAS

Implementing Partner:

Ecole Internationale des Forces de Sécurité (EIFORCES)

Responsible Parties:

UNDP-Cameroon, Ministry of Defence

Brief Description

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

Programme Period:
1 year

Key Result Area (Strategic Plan): Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions.

Atlas Award ID:
Start date: 1 January, 2015
End Date: 31 December, 2015

Total resources required USD 992,520

Total allocated resources: USD 992,520

- Other:
 - Donor Government of Japan
 - USD 992,520

Agreed by (Government)

Général de Brigade Commandant Mohamadou Hamadicko

Directeur Général de L'Ecole Internationales des Forces de Sécurité (EIFORCES)



REPUBLIC OF CAMEROON
Ecole Internationale des Forces de Sécurité
National Gendarmerie Nationale

Mohamadou Hamadicko

Agreed by UNDP:

Mss Najat Rochdi

UNDP Cameroon Resident Representative



PROGRAMME DES NATIONS UNIES
POUR LE DEVELOPPEMENT
YOUNDE
R.P. 239

Najat Rochdi (Mrs)

1.0 Situation Analysis

As part of increasing abilities of peace support missions for stand by forces of member states, the African Union decided to set up centers of excellence in police and civilian training. The EIFORCES is the only center in the ECCAS sub region able to train personnel from the basic to the executive level in peace support operations. The intensifications of conflicts in Mali, Central African Republic, the Democratic republic of Congo and other part of Africa require implementation of new training techniques to effectively respond to current and future threats.

These training institutions are expected to play a crucial role in embracing United Nations standards and harmonization of operational techniques between commanders and units participating in multinational operations as in the case in central Africa republic, where presently Cameroonians gendarmes and police are deployed.

The EIFORCES is called upon to participate in:

- Consolidation of regional integration through the harmonization of procedures between states in the area of policing;
- Reinforcing conflict preventions through democratic governance of security services and law enforcement;
- Capacity building, interoperability and participation of state members in peacekeeping missions.

Moreover, in view of its continental location, EIFORCES could be the pilot center for the training of law enforcement units. ECCAS has totally entrusted to EIFORCES all tactical level training (training of Formed Police Units), and training at the operational and strategic level.

The increasing number of armed conflicts across the globe prompted the United Nations to design collective peacekeeping and stabilization measures. In this endeavor, 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.

Thus, Cameroon a stable country within the sub region and through the Economic Community of Central African States, EIFORCES represents a strategic place for high level training with third generation equipment.

The present project aims at enhancing 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 enhancement is been carried out in two (2) key areas: Setting up of a multimedia and documentation center; provision of international subject matter experts to assist with training courses.

Strengthening 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.



1.1. Past Efforts and Lessons Learnt:

The Government of Japan in 2010 supported EIFORCES through UNDP to strengthen its institutional capacity to contribute in peace keeping and peace building missions by training competent and qualified personnel at strategic level. As such, a grant of US\$ 718,320 was provided by the Government of Japan.

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

- strengthening EIFORCES Operational capacity;
 - Developing and enhancing EIFORCES training capacity.
- (i) **Strengthening EIFORCES Operational capacity:** the project will focus on building EIFORCES Operational capacity through the provision of multimedia equipment, link and setting up 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:** Focus will be laid on covering the major skill-sets such as Curricula designing; Scaling-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.

Achievement and impact of the PKO center support.

- Finance the building of the centers;
- Finance the production of the Training Curricula of the Center;
- Facilitate the organization of meetings and seminars;
- Allocate staff for running multimedia and documentation centers.

Lessons Learnt: Some of the lessons learnt under the past project which can be factored into the current project to ensure smooth, timely and successful implementation of this project include:

- EIFORCES contributed to the construction of the building which shelters the Multi-Center media and the documentation center;
- UNDP which provided technical expertise and followed the implementation of project;
- Japan which gave resources and was comprehensive for the various extensions of the project.

This tripartite collaboration allowed the implementation of the project in good condition.



1. Strategic Objective:

The project aims at reinforcing EIFORCES as an operational Centre of Excellence of ECCAS in building capacities of security forces at all levels

This project focuses on two main areas:

- Train high level officials at the operational level, including civilian staff, staff of gendarmerie and police;
- Reinforce the training equipment to meet international standards and enabling distance learning.

Under this overarching objective, the project aims at supporting EIFORCES to strengthen its training capability in PSOs in Africa for peace and security through a regional conflict prevention, management and resolution capacity able to respond to crises within Africa and beyond.

The project is designed for one year and necessary support will be provided to upgrade technical, management, networking and research capabilities of EIFORCES. In addition, the project will also demonstrate gender mainstreaming in peacekeeping and PSOs in line with UN Security Council Resolutions 1325 (2000) and 1820 (2008). Criteria for selection of participants will emphasise on 30% gender representation per training.

2. Project Output and Planned Activities:

To achieve the project objective outlined above, the project will produce one major output and 3 main activities. All the three activities have been carefully selected to consolidate on the previous support geared at strengthening capacity for West Africa PSOs through training to meet the particular demands and skill requirements for military, police and civilian personnel to be engaged in PSO missions.

Output 1: Improved integrated PSO capability of military, police and civilian

The current conflict environment in Africa and world-wide demands that PSO's training covers the entire spectrum of conflict and conflict-related sectors to sharpen the knowledge and skills of PSO personnel to respond to the prevailing challenges of peacekeeping. The project output which results from the outcome of the past effort will cover PSO training courses in 3 critical subject areas as illustrated in the following planned activities:

Besides improving the quality of the target beneficiaries, this output will also respond to the growing needs by offering a greater number of courses to participants in Cameroon and central Africa sub-region. The participants after their training will be ready for deployment on PSO mission areas in Africa and beyond.



Planned Activities:

Based on the assessment of the training capacity gaps, the following training needs are identified, and the following activities will be undertaken under this project, by the two key partners:

1.1 Protection of Civilian Course: The dramatic increase and complexity in inter-state conflicts resulting from breakdown of government institutions and unconstitutional changes of government due to numerous social, political and economic factors, ethnic and religious dimensions have dictated that PSO missions should be more civilian driven than military or police. The reality, however, is that the officers, as well as, civilians deployed in PSO missions lack requisite knowledge and skills on the protection of civilians in an attempt to actualise their mandates of maintaining and sustaining peace and security. This lack of knowledge and skill has exacerbated the sufferings of the civilian population, heightened humanitarian crises and sometimes led to protracted crises. The protection of civilian course will build and sharpen the capacity of prospective peacekeepers at strategic level for effective protection of civilians, provision of a secure environment for economic reconstruction and development, as well as successful return of internally displaced persons and refugees to their respective homes.

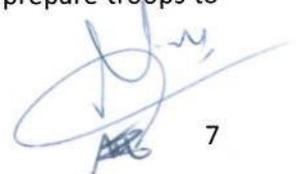
This 2 week course will be run for at least 2 sessions within this project cycle targeting 50 participants per session.

1.2 Training of forensic science applicable in peace support operations: Often times, many civilians deployed for PSOs lack the basic knowledge of peacekeeping and have only vague understanding of their expected roles and functions in a PSO mission. This knowledge gap deprives the civilian personnel deployed in PSO missions of contributing their best to achieve the mission's overall mandate.

This training will strengthen the capacity of civilian personnel on the contemporary PSOs. It will provide PSO civilian personnel with the basic knowledge of peacekeeping and their expected roles and functions in a peacekeeping mission. The training will comprise thought subjects and physical training including the use of communication gadgets, map reading, mine awareness and driving skills.

This training runs for 2 weeks and at least two sessions are being targeted under this project with each session hosting 50 participants.

1.3 Civil Military Co-operation Course: The nature of current violent conflicts across the globe which is usually complex, multi-dimensional and unpredictable has diminished the validity of traditional approach to PSO missions. The scale and nature of the risks and challenges associated with this multi-national and multi-agency PSO environments require greater understanding of the local communities and civil society groups. It is, therefore, obvious that military successes alone will achieve little beyond containment of a conflict situation, unless the conditions for the pursuit of civil objectives by civil actors are created. Consequently, military peace support operations now take place within a wider political and civil context than before. The need to train and prepare troops to be deployed to PSO missions in this critical area becomes essential.



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The Civil Military Cooperation Course (CIMIC) prepares commanders and troops to take cognisance of social, political, cultural, religious, economic, environmental and humanitarian issues among others when planning and conducting military operations in support of peace during PSO missions. This training is designed for 2 weeks and 2 training sessions are being targeted within the duration of this project. 50 participants will take part in each session.

At least 2 sessions of each of the three above-identified courses will be conducted within the project cycle targeting a minimum of 150 participants in all.

The training methodology would be participatory and involve the use of practical methods. Resource persons would be expected to use power points, cases of study, exercises and demonstration as necessary. A final presentation on selected subjects would be made by the participants at the end of each course and certificates of attendance would be presented to all those who complete the course. Resource persons are expected to come from PSO international centers, UNDP, ECCAS as well as specialised experts on specific topics including experts from Japan.

These trainings will help to create a pool of PSO trained personnel in military, police and civilians with knowledge and skills on all aspects of PSO missions and ready for deployment at shortest possible time in Nigeria and West Africa sub-region. This capacity building training will help to foster sustainable peace, prevent crises from escalating, deteriorating or relapsing particularly in countries that PSOs have restored relative peace and security.

Output 2: Reinforce the training equipment to meet international standards and enabling distance learning

During the first phase of the project, the set-up of The Multi media Center and the documentation Center permit the students of this center to easily have access to internet and documentation even E-documentation. Now EIFORCES want to move forward and reinforce the multimedia center of EIFORCES with adequate equipment in order to promote high quality education.

Planned activities

2.1 Language laboratory center equipment:

- Will help in facilitating exchanges between various actors in spite of the linguistic differences that may exist;
- Will ameliorate the assimilation of information on security issues coming in from different countries;
- Facilitate information exchange between EIFORCES and countries that have different languages.

2.2 Acquisition of a device for distance learning:

- Ensure the training of persons or actors intervening in the domain of security operations in peace keeping missions;



- Furnish researchers with information, training and documents on EIFORCES without having to make them move from their respective countries;
- Maintain permanent contact between resource persons and other actors on the curricular of the institution.

2.3 Acquisition of new books for the documentation center:

- Shall serve as a resource center for documentation and archives on EIFORCES and peace keeping operations around the globe;
- Shall serve as a library for publications on EIFORCES and similar institutions around the globe;
- Shall contain books on key themes on security.

2.4 Acquisition of an operational device for simulations and management of civil and police operations in peace support operations:

- Permits to put into practice theoretical lessons acquired in class;
- Permits the interns or participants to come into contact with fields realities as far as peace keeping and support operations are concerned.

3 Target Beneficiaries

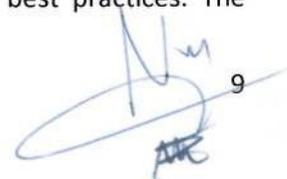
The direct beneficiaries of the project include approximately 150 military, police and civilian participants of the integrated PSO training drawn from all Central Africa. The staff of EIFORCES, ECCAS, Cameroonian military and police establishment as well as other related institutions in the sub-region will benefit through individual as well as institutional capacity building. Particular attention will focus on gender balance with at least 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 under armed conflict or instability where trained PSO personnel are deployed. The citizens of Central Africa, Africa and the world will benefit from improved regional security and stability that is a pre-requisite for sustainable development.

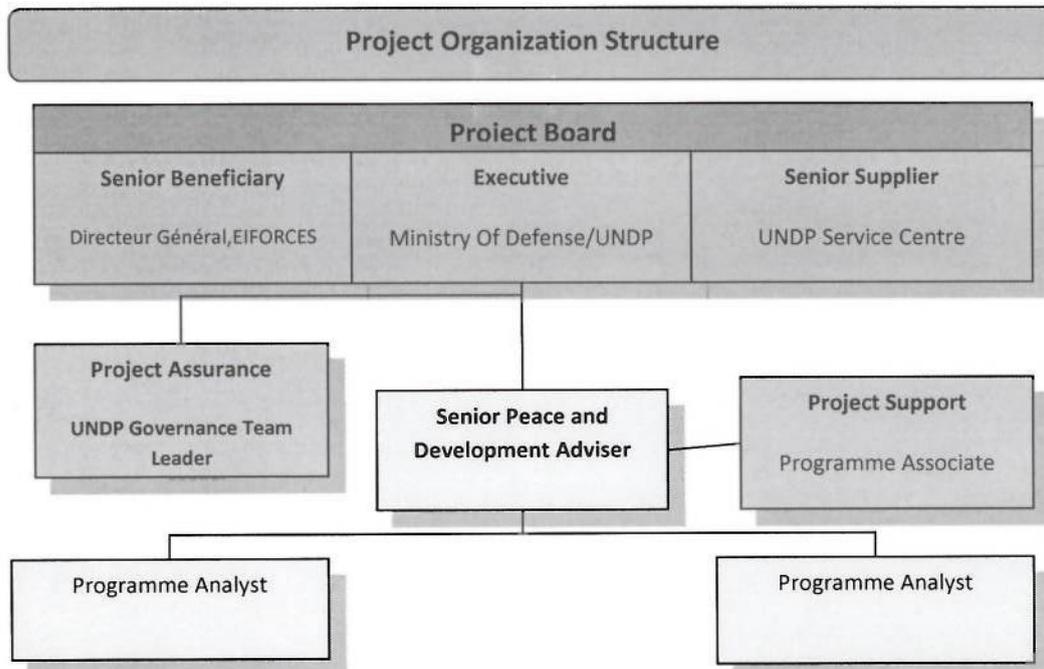
4 Management Arrangements

The project will be implemented under 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) while the implementing partners will have responsibilities for the timely and effective implementation of the project activities, reporting and achievement of the project deliverables.

For purposes of implementation of this project, the implementing partners will provide the services of the consultants (local and international) in accordance with international best practices. The



Project Steering Committee is link with de *Conseil d'Administration* of EFORCES tacking into account the implementing partners including UNDP, Ministry of Defence, and the Japanese Embassy and other relevant partners. The Project Steering Committee will provide policy direction for the overall management of the project and review progress of the implementation of the project.



5.1 Financial Arrangements:

This project will be implemented under the National Implementation (NIM) modality by UNDP. 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.

The project will be implemented by the involvement of UNDP Bureau of Crisis Prevention and Recovery and the fund will be channelled through the country window of the UNDP's Thematic Trust Fund for Crisis Prevention and Recovery. 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 UNDP will consult with the Embassy of Japan in Cameroon in advance.


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5.2 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. Where the procurement, recruitment and utilization of inputs involve complex and/or technically sophisticated issues of a specialized nature, the executing agent may request the assistance of an implementing agent such as a United Nations agency. Such agent(s) may apply the procedures, rules and conditions of their respective organizations in rendering the assistance.

The equipment procured with the project funds shall be disposed of at the end of the project in accordance with the UNDP rules and regulations governing disposal of equipment.

5.3 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.

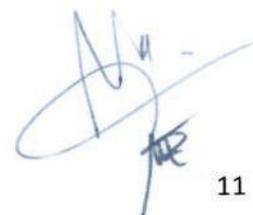
5.4 Monitoring and Evaluations

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, quarterly meetings of the Steering Committee, on time annual review meeting and report of study on knowledge and experience gained. Reports of field visits, quarterly progress reports, an annual project performance report and a terminal 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:

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

The Project Steering Committee will meet twice to review project implementation and advice accordingly.



UNDP will be responsible for submitting an annual financial and progress report to the Government of Japan on the implementation of the project. Besides the narrative report, UNDP will share and update progress of the project implementation with the Government of Japan at regular basis through the Embassy of Japan in Cameroon. Results and lessons learned from the project will be widely disseminated among the relevant governmental organisations, training institutions, UN agencies, as well as, civil society organisations and donors.

EIFORCES will appoint a focal point who would serve as Project Manager and be responsible for the day-to-day project implementation and monitoring and devising corrective actions if required. In order to facilitate implementation, EIFORCES will set up a Project Implementation Team comprising both technical and administrative staff. One joint quarterly monitoring progress reports shall be submitted by the Project Managers to the UNDP country office, and annual and mid-term evaluation exercises will be undertaken by the Project Implementation Team and partners of the project. The reports of the monitoring and evaluation will be shared with partners and fed into the implementation of the next term of the year.

Within the project cycle, the following monitoring tools shall be used:

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

The data above will be entered into the relevant ATLAS M&E modules. 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.

5.5 Risk Management:

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

- Sudden breakout of violence in Cameroon at a mass scale that will undermine the security training environment under the project;
- Disagreement among management teams and participating government agencies thus causing delay in implementation; and



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Cameroon government is committed to the project and would deploy resources to ensure that the project is implemented as designed. The government is determined to prevent any occurrence of breakdown of law and order in such a scale that would hamper the implementation of the project. That commitment has been extended and expressed in the readiness of participating agencies to identify and release course participants.

5.6 Communication, Publication and Publicity

The project will take all appropriate measures to publicise the initiatives by the Japan/UNDP partnership in supporting these trainings and other activities of EIFORCES. All communications relating to the project in UNDP's website, 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 regional peacekeeping efforts.

6 Legal Context

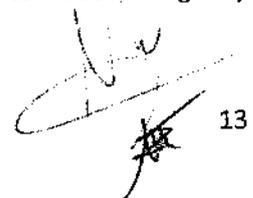
This Programme Support Document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of the Republic of Cameroon and UNDP, signed on the 25rd of October 1991. The host country, Cameroon, executing and implementing agencies shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government cooperating Agency described in that Agreement.

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.

In the event that significant changes are encountered in the timing, scope of the work and budget utilization, UNDP will consult with the Government of Japan prior to such changes. However, the following types of revisions may be made to the project document with the signature of the UNDP Resident Representative provided that he/she is assured that the other signatories of the project document have no objections to the proposed changes:

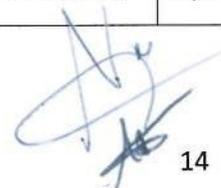
- i) Revisions in, or additions to, any of the annexes of the project document;
- ii) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the re-arrangement of inputs already agreed to or by cost increases due to inflation; and
- iii) Mandatory annual revisions, which rephrase the delivery of agreed, project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.



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7 Results and Resources Framework

| UNDP STRATEGIC OUTCOME: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including climate change. | | | | | |
|--|---|--|--|--|--------------------------|
| UNDAF OUTCOME: By 2017, the national and local institutions assume their missions in a transparent way and in the respect of gender equity, Human rights and the State law. | | | | | |
| PRINCIPAL IMPLEMENTATION PARTNERS: UNDP, ACSRS, NAPCK | | | | | |
| Output Target | Planned Activities | Target | Means of Verification | Input | Responsible Party |
| Output 1: Improved integrated PSO capability of military, police and civilian personnel in Central Africa. Baseline: 5 training manuals on key subject areas but yet to be tested in place; available accommodation to house course participants. Indicator: No. of PSO personnel trained; No. of training session conducted; project report. | 1. Conduct, at least, 2 training sessions on Protection of Civilian for military, police and civilians prospective PSO personnel. | Min. of 50 PSO personnel in 2 training sessions. | Training Reports, Monitoring reports, minutes of meetings, Audit report, project terminal report, etc. | US\$150,000 Consultants, Training materials, etc., | EIFORCES UNDP |
| | 2. Organise, at least, 2 training of forensic science applicable in peace support operations for civilians ready for deployment on PSO missions. | Min. of 50 PSO deployable personnel in 2 training sessions | | US\$150,000 Consultants, Training materials, etc., | EIFORCES UNDP |
| | 3. Implement a minimum of 2 training sessions on Civil Military Co-operation Course for commanders and troops to be deployed for PSO missions. | Min. of 50 PSO deployable personnel in 2 training sessions | | US\$150,000 Consultants, Training materials, etc. | EIFORCES UNDP |
| Output 2: Reinforce the training equipment to meet international standards and enabling distance learning Baseline: Multimedia and documentation centers equipped partially Indicator: Language Laboratory equipped; device for distance learning acquire; Device for simulations functional. | 4. The acquisition of Language laboratory center equipment 5. The acquisition of a device for distance learning; 6. The acquisition of new books for the documentation center; 7. The acquisition of an operational device for simulations and management of civil and police operations in peace support operations | (i) — Purchase of equipment for Language laboratory center, device for distance learning, device for simulations and management; documentation center. | Equipment and materials available at EIFORCES | US\$450,000 materials, etc., | EIFORCES UNDP |
| Monitoring and evaluation | 4. Conduct M & E of the planned activities | Min of 2 monitoring | Monitoring reports | US\$ 5,000 | Steering Committee |
| | 5. Conduct Annual Audit | One Audit (at the end of the project). | Audit report | US\$ 14,000 Consultants | UNDP, Auditors |
| | 6. Facility and Administration Charge @ 8%. | | | US\$ 73,520 | UNDP |
| | | | Total | US\$ 992,520 | Japan |





*Empowered lives.
Resilient nations.*

19 December 2014

Dear Mr. Momita,

In reference to your letter dated 19 December 2014, I would like to express our deep gratitude for the generous contribution of the Government of Japan, which amounts to USD 1,264,762 through the Japan-UNDP Partnership Fund for the execution of the following PKO projects:

1. Rwanda Peace Academy (RPA), in Rwanda, USD 537,381
2. Ecole internationale des Forces de securite / International School of Security Forces (EIFORCES), in Cameroon, USD 537,381
3. International Peace Support Training Center (IPSTC), in Kenya, USD 190,000

In this connection, it would be appreciated if arrangements could be made to deposit the contribution into the following bank account:

| | |
|----------------------|--|
| Bank: | JP Morgan Chase Bank International Agencies Banking |
| Address: | 270 Park Avenue, 43rd Floor New York, NY, 10017-2014 USA |
| Account Title: | UNDP Contributions Account |
| Bank account Number: | 015002284 |
| SWIFT Code: | CHASUS33 |
| ABA Number: | 021000021 |
| Currency: | USD |

Please note that as a result of a series of consultation with the Government of Japan as well as UNDP's internal consultation, this contribution will be channeled through the country window of the Thematic Trust Fund for Crisis Prevention and Recovery.

Mr. Yasuaki Momita
First Secretary
Permanent Mission of Japan
to the United Nations



*Empowered lives.
Resilient nations.*

It would also be very much appreciated if “non-ODA PKO” could be clearly stated when payment instructions are transmitted to the Bank.

Lastly, please accept our sincere appreciation for your continued support to the activities of UNDP.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Takeshi Kohno', is positioned below the 'Yours sincerely,' text.

Takeshi Kohno
Special Advisor and
Senior Programme Advisor
Bureau of External Relations
and Advocacy

**“STRENGTHENING EIFORCES FOR BUILDING CAPACITIES OF AFRICAN SECURITY FORCES IN
PEACEKEEPING AND PEACEBUILDING INTERVENTIONS”**

REUNION DU COMITE LOCAL D'EXAMEN DES PROJETS (CLEP)

Du 10 mars 2015 à 10h00, salle de Réunion PNUD

En vue de procéder à la signature du document de Programme ci-dessus dénommé et conformément à la procédure, il a été tenu ce jour, 10 mars 2015 dans la salle de conférence du PNUD, la réunion du Comité Local d'Examen des Projets/Programmes (CLEP).

Cette réunion qui était présidée par Monsieur Zéphirin Emini, Assistant au Représentant Résident du PNUD a connu la participation des membres issus du MINDEF/EIFORCES, DGSN, MINREX, MINEPAT et du PNUD (voir liste de présence en annexe)

L'objectif de la réunion était d'examiner et d'échanger sur les points ci-après du projet et de proposer éventuellement des recommandations :

- Objectifs et résultats attendus du projet
- Localités couvertes et durée du projet
- Stratégie du projet
- Budget et financement du projet
- Arrangements de gestion

1. Mot introductif du Président :

Dans son propos introductif, le Président a brièvement rappelé l'historique de l'idée du projet qui est né du nombre croissant des conflits armés à travers le monde qui a amené les Nations Unies à définir les mesures collectives de maintien et de stabilisation de la paix. En effet, les Opérations de maintien et de consolidation de la paix ont pendant longtemps été exercées uniquement par les forces armées (militaires). Cependant, force est de constater qu'il y'a nécessité d'implication des forces de sécurités supplémentaires (police, gendarmerie) et des Experts Civils en fonction des phases, allant de la phase de prévention des conflits à la phase de reconstruction.

Avec l'appui du Gouvernement japonais, l'Ecole Internationale des Forces de Sécurité (EIFORCES) a été créée par le Gouvernement et a connu une première Phase de financement du japon. Cette école qui représente le Centre d'excellence de formation des Forces de sécurité de la zone CEEAC joue un rôle crucial dans l'adoption des normes et l'harmonisation des approches dans les opérations multinationales de l'ONU et de l'UA.

Cependant, du fait de la forte sollicitation des forces de maintien et de consolidation de la paix, on note une nécessité accrue de doter les forces de sécurité de la CEEAC de compétences et d'aptitudes pour gérer les opérations intégrées de maintien de la paix, y compris la prévention et la gestion des crises et les relèvements post-conflits.

C'est ce qui justifie la Phase 2 de ce programme EIFORCES qui bénéficie également du financement du gouvernement japonais.

Le président a ensuite rappelé les quatre (4) enjeux essentiels de cet exercice, à savoir :

- S'assurer de la cohérence du Projet avec les Politiques Nationales,
- S'assurer que les stratégies choisies conduisent aux résultats,
- S'assurer que les arrangements de Gestion contribuent à la performance du Projet,
- S'assurer que les financements disponibles et recherchés sont en adéquation avec les résultats escomptés et envisagés le développement des partenariats

Ceci a débouché sur une présentation succincte du projet

2. Présentation du projet :

Une brève présentation du projet a été faite par le chargé de programme portant sur les points indiqués ci-dessus. (Voir présentation en annexe de ce procès-verbal)

L'examen de ces différents points, suivi des échanges et discussions ont permis aux participants d'avoir des clarifications sur certains aspects du projet et une bonne compréhension de la cohérence entre les objectifs visés par le projet et les priorités nationales ainsi que sa gestion. A l'issue des échanges, les recommandations ci-après ont été formulées.

3. Recommandations à l'issue de l'examen du projet:

- *Sur la pertinence et cohérence des résultats proposés*

Le CLEP a confirmé la pertinence et la cohérence des résultats proposés. Par ailleurs des clarifications ont été apportées sur un groupe de bénéficiaires, notamment les spécialistes civils (Autorités administratives, experts thématiques etc...) dont l'implication dans ce contexte de maintien et de consolidation de la paix est pertinente au cours de la phase de reconstruction.

- *Sur la pertinence des stratégies de mise en œuvre*

Le CLEP a confirmé la pertinence des stratégies de mise en œuvre et a insisté sur la nécessité d'impliquer réellement toutes les parties prenantes concernées ayant la capacité de réaliser les actions attendues dans l'échéance prévue et selon la qualité requise.

- *Sur la pertinence des arrangements de gestion*

Il est entendu que la modalité de mise en œuvre du projet est le "National Implementation (NIM) " par EIFORCES et que la durée du Programme est de 1 an (Avril 2015 – Mars 2016).

Par ailleurs le Comité de pilotage qui est lié au Conseil d'Administration de EIFORCES devra également comprendre le MINREX et le MINEPAT.

- *Sur l'examen des possibilités de partenariats et de mobilisation de ressources additionnelles*

Le projet est financé à hauteur de 537.381 dollars US par le gouvernement du Japon. Par ailleurs, les ressources techniques de quelques agences sœurs ayant des avantages comparatifs en fonction de la nature des interventions et des résultats attendus pourront être sollicitées notamment : UNESCO (mise en place du dispositif du e-learning), ONUFEMMES (Violences basées sur le Genre).

4. Conclusion et Prochaines étapes :

- Signature du Document de programme
- Elaboration du plan de travail annuel
- Tenue du comité de pilotage

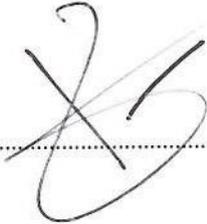
- Démarrage des activités.

Le projet a été adopté sous réserve de la prise en compte des observations/recommandations.

Signatures :

Pour le PNUD ;

Le Représentant Résident Adjoint a.i



11 03 15

M. LAZIN ZEH-NLO

Pour l'EIFORCES ;

Le Directeur Général a.i



11 MARS 2015

DOUM - NDONGO Patrice
COMMISSAIRE DIVISIONNAIRE



FICHE DE PRESENCE

STRENGTHENING EIFORCES FOR BUILDING CAPACITIES OF AFRICAN SECURITY FORCES IN PEACEKEEPING AND PEACE BUILDING INTERVENTIONS

10/03/2015 Salle de conférences du PNUD

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| UNDP STRATEGIC OUTCOME 3: Countries have strengthened institutions to progressively deliver universal access to basic services | | | | | |
|---|--|--|---------------------|--|--------|
| UNDAF OUTCOME: By 2017, the national and local institutions assume their missions in a transparent way and in the respect of gender equity, Human rights and the State law. | | | | | |
| Expected Outcome (specific to the program): Improvement of EFORCES ability to strengthen the capacities of security forces at all levels in the ECCAS | | | | | |
| Applicable Key Result Area (from Strategic Plan): | | | | | |
| Output 3.5: Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence | | | | | |
| PRINCIPAL IMPLEMENTATION PARTNERS: | | EIFORCES, UNDP | | | |
| Project title and ID (ATLAS Award ID): | | | | | |
| INTENDED OUTPUTS | INDICATIVE ACTIVITIES | MEANS OF VERIFICATION | RESPONSIBLE PARTIES | INPUTS (USD) | |
| <u>Output 1:</u> integrated Peace Support Operation capacities of military, police and civilians are improved <u>Baseline:</u> 5 training manuals on key subject areas but yet to be tested in place; available accommodation to house course participants. <u>Indicator :</u> No. of PSO personnel trained; No. of training session conducted; % of trained personnel mastering the techniques learned <u>Targets:</u> Min. of 210 PSO deployable personnel in 6 training sessions | Activity 1.1: Carry out 02 weeks training session on Protection of Civilian <i>Deliverable: At least 80% of trained personnel mastering the techniques learned</i> | Training Reports, Monitoring reports, minutes of meetings, Audit report, project terminal report, etc. | EIFORCES, UNDP | Moderator (Honorarium+DSA) for 02 weeks | 5,000 |
| | | | | International Expert (Honorarium+DSA+Transport) for 02 weeks | 15,000 |
| | | | | Local Expert (Honorarium+DSA) for 02 weeks | 6,000 |
| | | | | Participant's fees (DSA+Transport) for 02 weeks | 10,000 |
| | | | | Didactic materiel | 500 |
| | | | | Miscellaneous Expenses | 1,000 |
| | Total Activity 1.1 | | | | 37,500 |
| | Activity 1.2: Carry out 04 weeks training session on forensic science applicable in peace support operations <i>Deliverable: At least 80% of trained personnel mastering the techniques learned</i> | Training Reports, Monitoring reports, minutes of meetings, Audit report, project terminal report, etc. | EIFORCES, UNDP | Moderator (Honorarium+DSA) for 04 weeks | 9,000 |
| | | | | International Expert (Honorarium+DSA+Transport) for 04 weeks | 25,000 |
| | | | | Local Expert (Honorarium+DSA) for 04 weeks | 12,000 |

| | | | | |
|---|---|----------------|---|--------|
| | | | Participant's fees (DSA+Transport) for 04 weeks | 15,000 |
| | | | Didactic materiel | 1,000 |
| | | | Miscellaneous Expenses | 500 |
| Total Activity 1.2 | | | | 62,500 |
| Activity 1.3: Carry out 20 weeks training session for "Completion of Staff Certificate" of the Security Forces <i>Deliverable: At least 80% of trained personnel mastering the techniques learned</i> | Certificates of beneficiaries Training reports | EIFORCES, UNDP | Moderator (Honorarium+DSA) for 20 weeks (400 hours) | 15 168 |
| | | | Participant's fees (DSA+Transport) for 20 weeks (140 days) | 65,438 |
| Total Activity 1.3 | | | | 80,606 |
| Activity 1.4: Carry out 01 week Seminar session on protection of civilians <i>Deliverable: 80% of trained personnel mastering the techniques learned</i> | Training Reports, Monitoring reports, minutes of meetings, Audit report, project terminal report, etc | EIFORCES, UNDP | Moderator (Honorarium+DSA) for 01 week | 5,000 |
| | | | International Expert (Honorarium+DSA+Transport) for 7 days (45 hours) | 15,000 |
| | | | Participant's fees (DSA+Transport) for 01 week | 20,000 |
| | | | Didactic materiel | 4,000 |
| | | | Miscellaneous Expenses | 2,308 |
| Total Activity 1.4 | | | | 46,308 |
| Activity 1.5: carry out 02 weeks Seminar session in sensitization on Neutralization and Destruction of Explosive Devices (NEDEXD) <i>Deliverable: At least 80% of trained personnel mastering the techniques learned</i> | Training Reports, Monitoring reports, minutes of meetings, Audit report, project terminal report, etc | EIFORCES, UNDP | Moderator (Honorarium+DSA) for 02 weeks | 10,000 |
| | | | International Expert (Honorarium+DSA+Transport) for 02 weeks | 15,000 |
| | | | Local Expert (Honorarium+DSA) for 02 weeks | 10,000 |
| | | | Participant's fees (DSA+Transport) for 02 weeks | 30,000 |

| | | | | | |
|--|---|---|----------------|--|----------------|
| | | | | Didactic materiel | 4,000 |
| | | | | Miscellaneous Expenses | 3,268 |
| | Total Activity 1.5 | | | | 72,268 |
| | Activity 1.6: carry out 03 weeks training session for pre deployment of individual police officers deployed or likely to be deployed in peacekeeping operations <i>Deliverable: At least 80% of trained personnel mastering the techniques learned</i> | Training Reports, Monitoring reports, minutes of meetings, Audit report, project terminal report, etc | EIFORCES, UNDP | Moderator (Honorarium+DSA) for 03 weeks | 10,000 |
| | | | | International Expert (Honorarium+DSA+Transport) for 03 weeks | 15,000 |
| | | | | Local Expert (Honorarium+DSA) for 03 weeks | 10,000 |
| | | | | Participant's fees (DSA+Transport) for 03 weeks | 30,000 |
| | | | | Didactic materiel | 4,000 |
| | | | | Miscellaneous Expenses | 3,268 |
| | Total Activity 1.6 | | | | 72,268 |
| | Activity 1.7: organize a 13 days mission for studies and capacity building of the staff of EIFORCES <i>Deliverable: At least 3 pre agreements signed by EIFORCES for the certification and for the cooperation with similar centre.</i> | Training Reports, Monitoring reports, minutes of meetings, Audit report, project terminal report, etc | EIFORCES, UNDP | International Expert (Honorarium+DSA+Transport) for 13 days | 21,000 |
| | | | | Participant's fees (DSA+Transport) for 13 days | 25,000 |
| | | | | Miscellaneous Expenses | 6,125 |
| | Total Activity 1.7 | | | | 52,125 |
| Total Output 1 | | | | | 423 575 |
| <u>Output 2:</u> Training equipment reinforced to meet international standards and enable e-learnings. <u>Baseline:</u> Multimedia and documentation centers equipped partially <u>Indicator:</u> Multimedia digital language laboratory equipped; device for e-learning available <u>Targets:</u> | Activity 2.1: Acquire a multimedia digital language laboratory <i>Deliverable: multimedia digital language laboratory meeting quality criteria</i> | Equipment and materials available at EIFORCES | EIFORCES, UNDP | | 15,000 |
| | Activity 2.2: Acquire a device for e-learnings <i>Deliverable: device meeting quality criteria</i> | | | | 25,000 |
| | Activity 2.3: Acquire new books for the documentation center | | | | 15,000 |

| | | | | | |
|---|---|---------|-----------------------|--|-----------|
| Purchase of equipment for Language laboratory center, device for distance learning, documentation center. | <i>Deliverable: new books meeting quality criteria</i> | | | | |
| <u>Total Output 2</u> | | | | | 55,000 |
| Monitoring and evaluation | <ol style="list-style-type: none"> 1. Conduct M & E of the planned activities 2. Conduct Annual Audit | Reports | <i>EIFORCES, UNDP</i> | | 22, 171.3 |
| SUBTOTAL | | | | | 500,746.3 |
| GMS (8%) | | | | | 40,059.70 |
| TOTAL | | | | | 540,806 |