Project Title: Capacity Building Project for the Federal Democratic Republic of Ethiopia, Peace Support Training Centre (FDRE-PSTC)

Project Number: 00115237

Implementing Partner: Federal Democratic Republic of Ethiopia-Ministry of National Defense

Responsible Parties: FDRE-Peace Support Training Centre (FDRE-PSTC)

Start Date: March 2019   **End Date:**   March 2020   **PAC Meeting Date:**

Brief Description

This project document seeks the support from the Government of Japan from the regular budgetary funding to the continuance of the existing project intervention that undertaken by the Ethiopian Peace Support Training Centre. The PSTC project builds on the growth and positioning of the Centre as a Centre of Choice on international standard training on peace building (mainly on conflict prevention, conflict management and post conflict recovery) to the local and international military, police and civilian peacekeeping practitioners. The funding support thus far from the Government of Japan has enabled the Centre to be well on its way to achieving its goal through the provision of multidisciplinary training at the conceptual and practical level to local and international peace practitioners with noted impact. Specifically, the Centre has already made significant contributions to the ability of these practitioners to engage with emerging issues that affect peace, stability and human security in Africa. To date, through its activities, the Centre has trained over 300 local and international practitioners and facilitated the generation and sharing of best practices.

The Federal Democratic Republic of Ethiopia, Peace Support Training Centre (FDRE-PSTC) was established by the Ethiopian Ministry of National Defence in 2010. The Centre, established as part of Ethiopia's commendable contribution to regional security and stability, helps to build and share Ethiopia's long years of experiences and good practices in peace support operations with other states in East Africa specifically and Africa more broadly. It also helps to enhance regional standby capacity of military, police, and civilian experts for Peacekeeping missions and Peace-building efforts of the East African Standby Force (EASF) and the African Standby Force (ASF).

The "Capacity Building Project for the Federal Democratic Republic of Ethiopia, Peace Support Training Centre (FDRE-PSTC))" aims to enhance the technical skills and knowledge of local and international peacekeeping practitioners. AS such, it contributes towards sustaining all aspects of peace support operations in Africa by addressing critical training gaps in peace keeping/peace support operations of the African Union and the United Nations. Through the provision of capacity strengthening support, it is expected that the Centre will contribute to enhance the capacity of Ethiopia and more broadly

the Africa region to develop the necessary skills & abilities required in all PKOs; and improve the quality/quantity of Ethiopia's peacekeepers' participation/contribution to the UN, AU and to the African Standby Forces (ASF).

The continued support for PSTC project by the Government of Japan is not only vital to consolidate these outcomes in the areas of peacekeeping and peace building, it will also significantly contribute to home-grown long-term interventions for peace and security in Africa. Boosting the capacity of the Centre and the African peacekeeping practitioners is arguably the most sustainable way of improving peace and security on the African continent. The numerous factors shaping the global security landscape are both complex and interconnected. In 2015, new and precarious security challenges face the African continent, where regions grapple with the insecurity created by the activities of violent extremist groups, and other threats to human security. More importantly, Japan's development cooperation is working in light of enhancing peace and global human security. Japan places individual human beings at its core, aiming to *"defend the weakest members of society from various threats [and] support efforts to boost social and institutional capacity to increase people's ability to deal with threats themselves".* This commitment cannot become reality where there are major implementation capacity gaps.

Contributing Outcome (UNDAF/CPD, RPD or GPD):	Total resources required:		USD 329,000
By 2020, key Government institutions and other stakeholders utilize enhanced capacities to ensure equitable, efficient, accountable, participatory and gender-responsive development.	Total resources allocated:		
		UNDP TRAC:	
		Donor: Government of Japan	**USD 329,000 (Japan regular Budget)**
		Government:	
		In-Kind:	
	Unfunded:		

Government	UNDP	Implementing Partner
Ministry of Finance Yonas Getahun UN Agencies, CRGE Facility & Regional Economic Coorperation Directorate Director	UNDP Ethiopia Country Office	FDRE-PSTC
Date:	Date: 19/04/2019	Date: 18/04/2019

1

Table of Contents: **Page**

Acronyms and Abbreviations

ACOTA	:	African Contingency Operations Training and Assistance
APSA	:	African Peace and Security Architecture
APSTA	:	African Peace Support Trainers Association
ASF	:	African Standby Force
AU	:	African Union
AUC		African Union Commission
AU PSDO	:	African Union Peace Support Operations Division
AWP	:	Annual Work Plan
EASBRICO	:	East African Standby Brigade Coordination Mechanism
EASF	:	East African Standby Forces
ECOWAS	:	Economic Community of West African States
FDRE-PSTC	:	Federal Democratic Republic of Ethiopia Peace Support Training Centre
EFY		Ethiopian Fiscal Year
GMS	:	General Management Support
GOE	:	Government of Ethiopia
GOJ	:	Government of Japan
HIV/AIDS	:	Human Immunodeficiency Virus Infection / Acquired Immunodeficiency Syndrome
HQ	:	Head Quarters
IAPTC	:	International Association of Peacekeeping Training Centres
IGAD	:	Intergovernmental Authority on Development
IPSTC	:	International Peace Support Training Centre
ISS	:	Institute for Security Studies
IT	:	Information Technology
JSB		Japan Supplementary Budget
KAIPTC	:	Kofi Annan International Peacekeeping Training Centre
LPAC	:	Local Project Appraisal Committee
LOA	:	Letter of Assist
MILOBS	:	Military Observers
MINURSO	:	United Nations Mission for The Referendum in Western Sahara
MINURCAT	:	United Nations Mission in Central African Republic and Chad
MOD	:	Ministry of Defence
MOF	:	Ministry of Foreign Affairs
MOFA	:	Ministry of Federal Affairs
MOFEC	:	Ministry of Finance and Economic Cooperation
MONUSCO	:	United Nations Organization Mission in Democratic Republic of The Congo
MOU	:	Memorandum of Understanding
NIM	:	National Implementation Modality
PKMD		Peacekeeping Main Department
PKO	:	Peace Keeping Operations
PSO	:	Peace Support Operations
PSTC	:	Peace Support Training Centre

SADC	:	South African Development Cooperation
SALW		Small Arms and Light Weapons
SDG		Sustainable Development Goals
UN	:	United Nations
UNAMID		African Union/Un Hybrid Operation in Darfur
UNDAF	:	United Nations Development Assistance Framework
UNDP	:	United Nations Development Programme
UNDPA	:	United Nations Department of Political Affairs
UNDPKO	:	United Nations Department of Peacekeeping Operations
UNHCR	:	United Nations High Commissioner for Refugees
UNISFA	:	United Nations Interim Security Force for Abyei
UNMIL	:	United Nations Mission in Liberia
UNMISS	:	United Nations Mission in The Republic of South Sudan
UNMO	:	United Nations Military Observer
UNOCI	:	United Nations Operation in Côte D'ivoire
UNPBSO	:	United Nations Peacebuilding Support Office
UNSC	:	United Nations Security Council
USD	:	Us Dollar

I. Background and Rationale

The Federal Democratic Republic of Ethiopia, Peace Support Training Centre (FDRE-PSTC) was established by the Ethiopian Ministry of National Defense in 2010. The Centre, established as part of Ethiopia's commendable contribution to regional security and stability, helps to build and share Ethiopia's long years of experiences and good practices in peace support operations with other states in East Africa specifically and Africa more broadly. It also enhances regional standby capacity of military, police, and civilian experts for Peacekeeping missions and Peace-building elements of the East African Standby Force (EASF) and the African Standby Force (ASF).

Today, there is a need for African nations to continue to increase their role in peacekeeping as it is very indispensable for maintaining peace and security and for realization of sustainable development and prosperity in the region. While some of the on-going of armed conflict will remain a challenge in the future, emerging trends suggest that such incidents of large-scale armed conflicts will gradually decline in Africa. Therefore, African peacekeeping efforts need to adapt to new and evolving threats. Ethiopia was in fact one of the first countries of Africa to suffer from terrorist acts which affected its peace and security as well as its development efforts. According to IGAD's recent report, terrorist organizations like Al-Shabaab, have already become a threat to peace and stability in the Horn of Africa.

One of the major orientations of Ethiopia's national security and foreign policy is the centrality of both national and regional security to the development of the country. Ethiopia is one of the top troops contributing countries to the United Nations (UN) with more than 8,300 peacekeepers on the ground. In the past, Ethiopia has served in various UN and AU peacekeeping missions, including the peacekeeping missions in Korea, Liberia, Congo, Côte d'Ivoire, on the Burundi border, and in Rwanda. Currently it has deployed personnel, mostly in Sudan. The two major Ethiopian missions are in the Abyei region (United Nations Interim Security Force for Abyei-UNISFA composed of approximately 97% of Ethiopian personnel, including the Head of Mission/Force Commander) and Darfur (UNAMID- African Union/UN Hybrid operation in Darfur). It should be underlined that the excellent reputation of Ethiopian contingents is unanimously recognised by the UN and the international community. Ethiopia has already made very considerable national contributions to the cost of developing Ethiopian Peacekeeping capabilities.

The absence of peace and security in the region and the Horn of Africa will have both national and regional implications. The absence of peace in neighbouring countries and the continent in general will also be a potential threat not only to Ethiopia's plan to become a mid-level developed country by 2025 but also a setback for Agenda 2063. The question of peace needs to be collectively addressed through a strong peacekeeping mission, otherwise it will be very difficult for the country to pursue the nation's vision. Maintaining peace and security is therefore indispensable for Ethiopia, since peace is never an option but a mandatory prerequisite for the survival of the country. Peace and security will also have a positive effect and contribution to development in a sense that poverty cannot be addressed in the absence of peace.

II. Emergency, Uncertainty and Unpredictability of New Threats

The recent developments on the African continent, such as the rise of terrorism and violent extremism, unconstitutional changes of government, and conflict continue to highlight the need to shape engagement and responses. These developments are occurring across the continent at a time when regional cooperation to respond to these emerging threats is flagging. In the Horn of Africa, many countries continue to face security and stability threats posed by terrorism, with ripple effects for the region. Ethiopia is located in a region where political instability, civil strife and interstate conflicts have been defining features over the last few decades. This exposes the region to a number of related threats, creating major ungoverned

spaces where terrorists including Al-Shabaab. The geo-political importance of Ethiopia to the region lies not only in its unrivalled demographic weight and strong military influence but also in the fact that its capital, Addis Ababa, is the seat of key African diplomatic institutions such as the Inter-Governmental Authority on Development (IGAD) and the AU.

The ongoing state weakness, lack of legitimacy of state institutions and governance problems are considered as some of the aspects that continue to fuel the conflicts in some African countries. Today, there is a very weak presence of state institutions in Somalia, Central African Republic, Democratic Republic of Congo and to a great extent in South Sudan. With such circumstances, it is very difficult for local and international actors to do anything substantive in the absence of the underlying legitimacy of the state for the local population. The peacekeeping missions that are deployed in different African countries are also quite stretched. They are performing a wide variety of tasks and they are hardly coping with their mandates. They are finding it increasingly difficult to find any strong kind of support among the local population, and are generally struggling to provide security, especially given the wide array of highly fragmented armed groups that are emerging. One concrete example is given here (South Sudan) to substantiate the case why a concerted effort and support from the international community is required towards promoting the efforts of peace and security in the continent. This is also one of the reason that raised the need for the proposed training significantly.

The situation in South Sudan since 2015 to date: after three years of civil war, the world's youngest country is still challenged by multiple conflicts. Grievances with the central government and cycles of ethnic violence fuel fighting that has internally displaced 1.8 million people and forced around 1.2 million people to flee the country. There has been mounting international concern over reports of mass killings and the lack of progress toward implementing the 2015 peace agreement. The internationally backed peace agreement was disrupted in July 2016 when fighting flared in Juba between government forces and former rebels. There have been international diplomatic efforts focusing on the deployment of a large number of strong regional protection force which would help to consolidate peace and security in South Sudan.

The lack of peace and security in the region and horn of Africa will have both national and regional implications. The absence of peace in the neighbouring countries and the content in general will also be a potential threat not only to Ethiopia's plan to become a mid-level developed country by 2025 it is also a setback for Agenda 2063. Peace and security will also have a positive effect and contribution to development in a sense that poverty cannot be addressed in the absence of peace. There is currently a need for African nations to continue increasing their role in peacekeeping as it is very indispensable for maintaining peace and security and also for realization of sustainable development and prosperity in the region. African peacekeeping efforts also need to adapt to new and evolving threats. While emerging trends suggest that incidents of large-scale armed conflicts will gradually decline in Africa, situations of low-intensity conflict are likely to remain a challenge.

In line with the commitment of the Ethiopian Government to fostering long-term and sustainable solutions, the Centre proposes to enhance its institutional capacity and also looking to host several trainings on conflict prevention, conflict management and post conflict recovery; and developing stand-alone curriculum for dialogue, negotiation & mediation courses; organizing experience sharing and dialogue workshops and forums for other countries that focus on the regional peace and emerging threats. Participating in PKO requires very specific knowledge and training at all levels to ensure the success of Ethiopia's desire to effectively discharge its responsibilities. To this effect, specific and targeted courses on conflict prevention, conflict management and post conflict recovery are an area of support to the PKO to effectively contribute to regional and country level conflict management initiatives.

As indicated on the closing session of the Sixth Summit of the **Tokyo International Conference on African Development (TICAD VI)** held in Kenya from 23rd-28th August 2016, African countries should further strengthen their institutional effectiveness, inclusiveness, accountability, transparency and responsiveness at local and national levels and promote social stability through institutional and human resource capacity-building. It was also noted that there is a necessity to address the root causes of the emerging security challenges, including transnational organized crime, radicalization, the spread of violent extremism and terrorism by promoting an inclusive and equitable society. The proposed project is expected to contribute to the implementation of the Themes of the TICAD VI priority areas through provision of trainings on peacekeeping which incorporate key thematic areas relevant to the specified priority areas. Though the Centre is well on its way to achieving its goal through the provision of multidisciplinary training at the conceptual and practical level to local and international peacekeeping practitioners with noted impact, there is a need not only to consolidate these outcomes in the areas of peacekeeping and peace building, but also to contribute to home-grown long-term interventions for peace and security in Africa. Boosting the capacity of the Centre and the African peacekeeping practitioners is arguably the most sustainable way of improving peace and security on the African continent. As part of enhancing its capacity, the Centre is looking financial and technical support from the Government of Japan since Japan is one of the great supporters of the Centre in light of strengthening the Centre's institutional and human capacity since 2013 through the financial and technical support from the Government of Japan and UNDP under Japan-UNDP partnership fund.

III. Strategy

The government of Ethiopia has reiterated its continued commitment to make significant contributions to the UN and AU peacekeeping operations. Ethiopia is still present in numerous UN peacekeeping operations including in Darfur (UNAMI), in Sudan (UNISFA), in South Sudan (UNMISS) and in Somalia (AMISOM). The Government of Ethiopia continues to pursue a foreign policy and national security strategy that aims to promote stability in the sub-region and Africa. It should be underlined that the Ethiopian contingents have unanimously won excellent reputation and recognition by the UN, AUC and the international community. One of the major orientations of Ethiopia's National Security and Foreign Policy is the centrality of both national and regional security to the development of the country. Ethiopia is the biggest troops/police contributing country and the 1st in African for peacekeeping operations (PKOs). To this effect, the Government of Ethiopia wants to strengthen its peacekeeping training centre for effective and strong PKO that would help countries to collectively address the question of peace and stability in the continent.

Ethiopia has already made considerable commitment by establishing a Peace Support Training Centre, (FDRE-PSTC). The Centre was established in 2010, as part of Ethiopia's commendable contribution to regional security and stability. It was established with the intention to share Ethiopia's long years of experience in peace support operations and to further strengthen its capacity to respond to similar calls within states in East Africa and Africa more broadly. It will also help to enhance regional standby capacity of military, police, and civilian experts for Peacekeeping missions and peace-building elements of the East African Standby Force (EASF) and the African Standby Force (ASF).

This project plays a catalytic role in in translating the vision of the government. As a capacity building support, the project will focus on the roll out of the curriculum package through the provision of international training courses particularly on conflict prevention, conflict management and post conflict recovery for key peacekeeping actors. The central theme of the courses will be around the training and deployment of civilian, military and police staff responsible for discharging and overseeing various dimensions of PKOs. The Centre, and by extension the government will coordinate and work collaboratively

with African governments, relevant regional and international actors, particularly the AUC/Peace Keeping Operation Division, the UN as well as with other similar training institutions worldwide. Ethiopian military and police facilities, as well as Japanese expertise, when that is required, will be used towards effective implementation of project activities.

For the provision of training courses and other technical assistance, UNDP would utilize its resource persons/technical specialists and experts who are working at the Country Office and Regional Service Centre and may also utilize expertise and experience learned from other PSO-related projects supported by the Government of Japan. FDRE-PSTC will conduct several courses in the fields during the project period, inviting Ethiopian and foreign trainees.

IV. Results and Partnerships

Strategic Objective

The objective of the continuous support to the FDRE-PSTC is to better enhance the centre's capacity to plan, organize and implement international peacekeeping/peace support operation (PSOs) trainings in Africa and to work on the basis of the highest international standards integrated training and research programmes that would enable Ethiopia and other states to contribute knowledgeable and skilled personnel to PSOs.

Expected Results/Outputs/Activities

The Peace Support capacity building project aims to enhance the technical skills and knowledge of local and international peacekeeping practitioners, thereby contribute towards successful peace support operations of Africa and the UN, which can only be achieved by addressing critical knowledge and skill gaps in peace keeping/peace support operations. The proposed objective will be achieved by the following outputs through the activities and actions below:

Output 1: Strengthened enabling environment for PST to fulfil its mandate
Activity 1.1: Revision of Conflict Management Curriculum and Teaching Manual   **Action:** Review and revision of the existing curriculum and teaching manual to the current UN standard based on feedback from partner organization and views collected from trainees.   **Activity 1.2: Development of Dialogue, Negotiation and Mediation Course Curriculum**   **Action**: Conduct training needs assessment and develop standardized curriculum for dialogue, negotiation and mediation course.

Activity 1.1: FDRE-PSTS has its own curriculum and teaching manual which have been developed four years ago. As per the technical feedback from partner organizations and course participants, the existing curriculum and teaching manual needs to be updated to the current UN peacekeeping training standards.

Activity 1.2: The dialogue, negotiation and mediation course concentrates on dialogue, negotiation and mediation efforts that take place in those phases of a conflict resolution process. PSTC plans to develop a standalone curriculum for this specific course so that trainings on this course will be delivered in complete context.

Output 2: Enhanced capacity of peacekeeping practitioners and PSTC officials through provision of various training; participation to international courses and experience sharing.

Activity 2.1: Participate in the Contingent Commanders Course (CCC) and the Staff Officers Course (SOC) in Japan Peacekeeping and Research Centre.
Activity 2.2: Conduct various training on conflict prevention, and conflict management
Activity2.3: Conduct training on dialogue, negotiation and mediation course to local peacekeeping practitioners
Activity2.4: Organize discussion forum among Heads of PKO Centres.
Activity 2.5: Undertake experience sharing visits to other peacekeeping centres of excellence

Contingent Commanders course (CCC): The aim of the Contingent Commanders' Course is to prepare potential Commanders in the roles and responsibilities of contingent commanders, battalion commanders and sector commanders in complex peacekeeping operations, both for UN Operations and other multinational operations. Participants will be prepared for appointments as future commanders for DPKO and other peacekeeping missions. It is planned to send 2 (two) participants to the Japan Peacekeeping Training and Research Centre (JPC). The duration of the course will be three weeks.

The Staff Officers Course (SOC): The aim of the Staff Officers Course is to acquire knowledge and skills required to function as a staff officer of the contingent HQ in international peace cooperation activities, both for UN Operations and other multinational operation. Participants will be prepared for appointments as future staff officers for DPKO and other peacekeeping missions. It is planned to send 1 (one) participants to the Japan Peacekeeping Training and Research Centre (JPC). The duration of the course will be three weeks.

Conflict Prevention Course: The overall aim of this course is to provide trainees with knowledge and skills on conflict prevention through an understanding and analysis of the factors that cause and trigger conflicts. The course is therefore aimed at contributing to the implementation of the African Peace and Security Architecture (APSA). During the project, it is proposed to train a total of 30 practitioners (20 from Ethiopia and 10 from other African countries) to be drawn from the military, police and civilian entities of each participating country.

Conflict Management Course: Equip trainees with fundamental concepts of Conflict Management and Resolution.The course begins with an overview of Conflict Management and then focus on Mandates and Tasks of UNPKO/PSO, and specific issues such as Protection of Civilians (POC), Civil-military coordination/Cooperation (CIMIC), Early Recovery and Mine Actions. In the next phase, it is proposed to train a total of 30 practitioners (20 from Ethiopia and 10 from other African countries)

Dialogue, Negotiation, and Mediation: This training course concentrates on dialogue, negotiation and mediation efforts that take place in those phases of a conflict resolution process where peace agreements have already been reached and subsequently need to be implemented. The course thus seeks to prepare trainees for the challenges that they would typically face in the "implementation phase". A total of 30 trainees will participate in this training.

Discussion forum among Heads of PKO Centres: This activity is intended to create a platform for networking and exchange of experiences among peacekeeping training centres. The discussion forum is thought to be very essential in light of consolidating lessons and best practices that could be shared between similar institutions for further improvement of their training programmes in terms of quality and scope. The PKOs expected to come together on this forum will be drawn from Ghana, Mali, Kenya, Rwanda, Egypt, Ethiopia and other countries. The East African Standby Force will also be among the key regional partners who will be invited to this event to share its experience and lessons. In addition to this, relevant

participants from various relevant institutions working on the peace and security agendas, the UN and AU will be invited to participate on this discussion forum.

Undertake experience sharing visits to other Peacekeeping centers of excellence: As part of staff capacity building, the PSTC training team should get exposures through experience sharing visits to other peacekeeping centres of excellence. This will enable to enhance capacity in planning, organizing and conducting international peace keeping and peace support trainings. In line with this, it is planned to facilitate experience sharing visits for 2 staff of PSTC.

Resources Required to Achieve the Expected Results

In financial terms, the project requires USD Three Hundred Twenty-Nine Thousand ($329,000) for the twelve-month's period to effectively implement the project activities outlined in the Resource and Result Framework. The budget will be distributed across the two outputs/result areas, further broken down per activities. The Government of Japan will be funding the project from its regular budget to cover project costs. UNDP and the GoE partner's will contribute in terms of staff time, office facilities and other operational costs. As per the Programme Implementation Manual (PIM), the project budgets can be substantively revised within the annual budget ceiling in the middle of the annual work plan period, if required. Such a revision, however, needs to be agreed between partners-MoFEC and UNDP. The donor-Government of Japan will also be consulted. Budget transfer from one Budget line to another, shall normally be undertaken in conjunction with the budget revision process by agreement via exchange of letters, but only when that is absolutely necessary.

Partnerships

The Government of Japan, the Ethiopian Peace Support Training Centre and UNDP will be the key partners of this project. UNDP- Ethiopia CO has been working together with Japanese partners to maximize its comparative advantages and unique roles in strengthening institutional capacity for the promotion of peace and security. Other local partners could include: Ministry of National Defence, Ministry of Foreign Affairs, Ministry of Peace, Ethiopian Human Rights Commission, Ethiopian Universities and research institutions such as Institute of Peace and Security Studies (IPSS) within the Addis Ababa University. Moreover, there are other possible regional partners that include: African Union (AU), Institute for Security Studies (ISS), African Centre for the Constructive Resolution of Disputes (ACCORD), Kofi Annan International Peacekeeping Training Centre (KAIPTC), African Peace Support Trainers Association (APSTA), North African Regional Capability (NARC), International Peace Support Training Centre (IPSTC), the International Association of Peacekeeping Training Centres (IAPTC) and the African Centre for Peace and Security Training (ACPST). Regional partners provide opportunities for networking, exchange of lessons learned and best practices in training.

Risks and Assumptions

It assumed that the government of Ethiopia will continue to attach strategic importance to conflict prevention and peace keeping efforts. Equally, the Government of Japan has expressed interest to continue providing the much-needed financial support for the Centre for it to effectively deliver on its mandates. Increase in the incidence of complex emergencies that call for more and quick peace keeping operations, as well as getting the right trainers and facilitators for a quality and Standard of Courses could be regarded as the main risks and challenges that may affect the project implementation. To mitigate those risks, the project will be working and building a kind of roaster of facilitators and establish curriculum advisory ad hoc committee to review courses. The Risk Log is illustrated in the annex.

Stakeholder Engagement and Beneficiaries

The relevant Ethiopian and other member states of IGAD security institutions and personnel and EASF (East African Standby Force) are among others the key stakeholders and direct beneficiaries of the project. Other stakeholders include the AU Peace Support Operations Division (PSOD), UNDPKO, UNPBSO, and UNDPA. The indirect beneficiaries are the people of the sub-region and the international community. The citizens of IGAD and Africa will also benefit through improved security and stability that is a pre- requisite for sustainable development. The international community will benefit in the context of the global peacekeeping effort and the fights against emerging threats like contraband activities, transnational organized crime and international terrorism.

Women's Empowerment

Since peacekeeping efforts have evolved to encompass a broader humanitarian approach, women have become increasingly part of the peacekeeping operation in the context of the Ethiopian PSTC. The Centre has been providing opportunity and will continue to encourage women practitioners to take part in the peacekeeping training courses (at least 30% of the trainees should be women practitioners) and also to be deployed in all areas-police, military and civilian. The Centre aims to empower and enhance the role of women peacekeeping practitioners as it has shown positive impact on peacekeeping environments, both in supporting the role of women in building peace and protecting women's rights. In contemporary conflicts the civilian population has increasingly become a primary target of violence, but men and women tend to experience conflict differently, women often suffer disproportionately. Accordingly, emphasis will be placed on the mainstreaming of gender as one of the key cross cutting issues.

South-South and Triangular Cooperation (SSC/TrC)

The KAIPTC is one of three institutions designated by the Economic Community of West African States (ECOWAS) as a regional Centre of Excellence for the delivery of training and research in the areas of conflict prevention, management and peace-building. The FDRE-PSTC has different partners in areas of Peacekeeping and peace support collaboration frameworks. The Centre has established working relationships with key regional institutions and sharing their valuable experiences. In light of this, Ethiopia and Ghana have signed a Memorandum of Understanding (MOU) to work in close cooperation on peacekeeping, peace support and peace building missions. The MoU between Koffi Annan International Peacekeeping Training Centre (KAIPTC) and Ethiopian Peace Support Training Centre would also serve as a legal framework for the exchange of information and experience sharing between the two countries.

In addition, the FDRE-PSTC has also signed MOU with the Institute for Peace and Security studies (IPSS) of the Addis Ababa University, one of the key regional institutions, to strengthen partnership in areas peacekeeping/ peace support training courses. Discussions are also underway between the Rwanda Peace Academy and FDRE-PSTC on agendas focusing on enhancing the regional capacity through training of peacekeepers and managing the peace and security research.

Sustainability Strategy

The PSTC, in consultation with UNDP is looking at preparing a sustainability strategy that would allow the Center to maintain, even to scale up its interventions and to ensure better program outcomes, considering the longer-term opportunities and challenges which could happen in the years to come. The strategy would help to tackle unforeseen challenges that may arise such as withdrawal of assistance or gaps between available resources and the commitment to achieve the vision of the Center. As part of the sustainability strategy, the Training Center, in collaboration with UNDP will develop a robust resource mobilization plan

that would identify mechanisms for greater and diverse funding sources and also for scaling up the center's intervention. The strategy will also focus on enhancing partnership and South-South Cooperation with other potential actors and institutions. The Centre will find a niche for more flexibility and rethinking to be able to accommodate changes as deemed necessary and to be open to new ideas.

V. Project Management

Monitoring, Evaluation and Reporting

The FDRE-PSTC, MoFEC and UNDP will regularly monitor and assess risks and ensure the quality of the intervention, in accordance with the programming policies and procedures outlined in the UNDP User Guide. In the event that any aspect of the project must be adjusted or modified, UNDP will consult with the Ministry of Foreign Affairs of Japan through the Embassy of Japan in Ethiopia in advance and seek guidance. In the event that the GoJ is favourably inclined, UNDP will submit a revised project proposal to the Ministry of Foreign Affairs of Japan through its Permanent Mission in New York for formal approval or the Embassy of Japan in Ethiopia.

The implementing partner, FDRE-PSTC, will submit narrative and financial reports to UNDP. These reports will be in an agreed format. UNDP will be responsible to report to the Government of Japan on the implementation of the programme, in accordance with UNDP are programming policies and procedures. UNDP will provide the Government of Japan with a final report, including a financial statement, within three months following the financial completion of the project and a separate financial report (as per UNDP BERA template) within 12 months of project completions.

Asset Management

Regarding asset management, the PSTC should maintain an inventory recording for the acquisition and disposition of property and equipment provided by this project. The Government Goods Receiving Note" and Issue Notes" shall be prepared at the time of receiving and issuing expendable and non-expendable equipment/goods. The Centre shall also ensure that there is a central record of the names of the custodians and the locations of the fixed assets assigned to project personnel. All inventories of equipment shall be physically verified against records at least annually. The Implementing Partner shall forward a certified inventory of all non-expendable equipment to UNDP Country Offices annually within 30 days after the end of the fiscal year.

Audit:

The project will be audited according to UNDP rules and regulations for NIM/Nationally Implemented projects.

Visibility of Japan

The project will take all appropriate measures to publicize the initiatives by the Japan partnership in supporting peacekeeping and peace building in Africa. Appropriate publications for visibility will be produced. In addition, information given to the press and project beneficiaries, all related publicity materials, official notices report and publications, shall acknowledge that the project was carried out with funding from the Government of Japan through UNDP. The project will also maintain the visibility of Japan support where contribution by Japanese experts is made.

VI. Results Framework

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:

Outcome 12: By 2020, key Government institutions and other stakeholders utilize enhanced capacities to ensure equitable, efficient, accountable, participatory and gender-responsive development

Related UNDP Strategic Plan Outcome:

Citizens' expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

Project Title: Capacity Building Project For the FDRE-Peace Support Training Centre (PSTC)

Expected Outputs	Output Indicators	Data Source	Baseline		Targets by freq. of data collection Year 1	Data Collection Methods and Risks
			Value	Year		
OUTPUT 1: Strengthened enabling environment for PSTC to fulfil its mandate	1.1. # of revised curriculum and teaching manual	PSTC/ UNDP	0	2016	1	Monitoring and Annual Reporting; no risk on data collection
	1.2. # of standalone curriculum		0	2018	1	
OUTPUT 2: Enhanced technical skills and expertise to effectively deliver peace support mission.	2.1. # of trainees participated:	PSTC/ UNDP	0	2018	3	
	2.2. # of trainees participated and # of training courses conducted:		239	2018	42 (m) &18 (f)	
	2.3. # of trainees participated and #of training course conducted; # of dialogue conducted		19	2018	21 (m) & 9 (f)	
	2.4. # of capitalized lessons through discussion forum		0	2018	1	
	2.5. enhanced skills and expertise of PSTC staff	PSTC/ UNDP	2	2018	2	

13

VII. Monitoring and Evaluation

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

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	Follow up implementation of project activities and track results on quarterly basis		USD 8,926
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	Identify and analyse potential risks that affects project implementation; Take appropriate actions to manage risk; and keep track and update the risk log		
Learning	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.	Annually	Capture relevant lessons and use to inform management decisions.		
Annual Project Quality Assurance	To assess the quality of the project against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	One design assessment and one closure assessment	Assess and review areas of strength and weakness of the project 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.	Annually	Discuss on the performance data, risks, lessons and quality and use to make course corrections.		
Project Report	A progress report will be presented to the Project Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level,	Annually (final report)	Prepare Annual donor report of the project		
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 Work Plan to ensure realistic budgeting over the life of the project.	bi-annual	Discuss any quality concerns or slower than expected progress of project implementation		

VIII. Annual Work Plan

EXPECTED PROJECT OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	Budget by Quarter (USD)				RESP. PARTY	PLANNED BUDGET (Japan Regular Source)		
		2019		2020			Funding Source	Budget Description	Amount (USD)
		Q1 (March-May)	Q2 (Jun-Aug)	Q3 (Sept-Nov)	Q4 (Dec-Mar)				
		EFY 2011		EFY 2012					
		Q4	Q1	Q2	Q3				
OUTPUT 1: Strengthened enabling environment for PSTC to fulfil its mandate	Activity 1.1. Revise Conflict Management Curriculum & Teaching Manual	12,000				PSTC	Japan	Professional fee, Travel	**12,000**
Indicator: # of revised curriculum & teaching manual **Baseline:** 0 **Target:** 1	Activity 1.2. Develop stand-alone curriculum for dialogue, negotiation & mediation course		18,000			PSTC	Japan	Consultancy fee	**18,000**
Indicator: # of stand-alone curriculum **Baseline:** 0 **Target:** 1									
OUTPUT 2: Enhanced technical skills and expertise to effectively deliver peace support mission.	Activity 2.1.: Participate in the Contingent Commanders Course (CCC) Training and the Staff Officers Course (SOC) Training in Japan Peacekeeping Centre		20,000	10,000		PSTC	Japan	Professional fee, DSA, Travel	**30,000**
Indicator: # of trainees participated: **Baseline:** 0 **Target:** 3 trainees	Activity 2.2: Conduct training on conflict prevention		59,800			PSTC	Japan	Professional fee, DSA, Travel	**59,800**
Indicator:	Activity 2.3: Conduct training on conflict management			59,800		PSTC	Japan	Professional fee, DSA, Travel	**59,800**

15

Indicator / Baseline / Target	Activity	Q1	Q2	Q3	Q4	Agency	Source	Budget items	Total
# of trainees and # of training courses conducted: **Baseline:** 239 **Target:** 2 courses and 60 trainees: 42 (m) & 18(f)	Activity 2.4: Conduct training on dialogue, negotiation and mediation			20,000	20,000	PSTC	Japan	Professional fee, DSA, Travel	**40,000**
Indicator: #of trainees and # of training courses conducted: **Baseline:** 19 **Target:** 1 course and 30 trainees-21(m) & 9 (f)	Activity 2.5: Organize discussion forum among heads of PKO centres in Africa				22,000	PSTC	Japan	Professional fee, DSA, Travel	**22,000**
	Activity 2.6: Undertake experience sharing visits to other Peacekeeping centres of excellence		19,616			PSTC/UNDP	Japan	Professional fee, DSA, Travel	**19,616**
Indicator: # of capitalized lessons through discussion forum **Baseline:** 0 **Target:** 1	2.7. Facilitate course implementation and support project management-LPO	4,500	4,500	4,500	4,500	PSTC/UNDP	Japan	Remuneration of LPO	**18,000**
	2.8. Technical Support by International Consultant	8,800	9,600			PSTC/UNDP	Japan	DSA and travel cost	**18,400**
	Monitoring	1,500	1,500	2,014	2,000	UNDP	Japan	DSA, travel	**7,014**
	GMS 8%	6,092	6,092	6,092	6,094	UNDP	Japan		**24,370**
	Total (per quarter)	**32,892**	**139,108**	**102,406**	**54,594**				
	Total (per half year)	**172,000**		**157,000**					
	Total FY 2019/2020	**329,000**							

IX. Governance and Management Arrangement

The Ministry of Finance and Economic Cooperation (MoFEC) as the overall coordinator of UN Assisted programmes in Ethiopia assumes the ultimate responsibility, on behalf of the Government of Ethiopia, and is accountable for results and resources under Government management. The project will be implemented by FDRE-PSTC in accordance with the PIM (Programme Implementation Manual) which is the common guideline of Government of Ethiopia and UN agencies. The Local Project Officer (LPO) will work specifically on this project. The International Consultant who will be appointed by the GoJ shall provide technical assistance to the LPO and FDRE-PSTC staff in the context of this project. Course instructors might be invited from Ethiopia and foreign countries.

There is a project steering committee composed of FDRE-PSTC, MoFEC, Government of Japan and UNDP will operate at a strategic level and provide guidance, review project progress, discuss any implementation challenges and recommend remedial actions as appropriate. Based on the approved annual work plan (AWP), the Project Steering Committee may review and approve the project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

UNDP will provide oversight quality assurance, ensuring that project resources are utilized effectively and efficiently in the achievement of the project outcomes and outputs. This will be carried out through the Project Steering Committee Meetings, review of quarterly reports, spot checks, commissioned audit amongst others. UNDP will submit annual report to donors and partners. The implementing partner, FDRE-PSTC, will submit quarterly narrative and financial reports to UNDP and MoFEC. UNDP will be responsible to report to the Government of Japan, on the implementation of the programme; receive and manage the funds from the Government of Japan and submit annual progress, if necessary and financial reports in accordance with UNDP are programming policies and procedures. UNDP will provide Japan with a final narrative report, including a financial statement, within three months following the financial completion of the project and a separate financial report (as per UNDP BERA template) within 12 months of project completions. The FDRE-PSTC, MoFEC and UNDP will regularly monitor progress, assess risks and ensure the quality of the intervention, in accordance with the programming policies and procedures outlined in the UNDP User Guide.

X. Legal Context

This Project Document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Ethiopia and UNDP, signed on 6 February 1981. Consistent with Article III of the Standard Basic Assistance Agreement.
All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by Peace Support Training Centre ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

Risk Management

Consistent with the Article III of the SBAA, 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.

The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP

In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document

Annex 1. OFFLINE RISK LOG

#	Description	Date Identified	Type of Risk	Impact & Probability	Counter measures / Mitigation strategies	Owner	Submitted, updated by	Last Update	Status
1	Getting the right trainers and facilitators may be challenging	Dec 06,2018	Organizational	Medium	- Build a roaster of facilitators	Head of FDRE-PSTC	AF	Dec 06,2018	New, on progress
2	Quality and Standard of Courses	Dec 06,2018	Operational	Medium	- Work together with Curriculum Advisory Ad hoc Committee to review courses before offering made	Head of FDRE-PSTC	AF	Dec 06,2018	New, on progress
4	Political instability in the region	Dec 06,2018	Political	Medium	- Get updated with the current political situation of the sub region and adjust the training schedule as deemed necessary	Head of FDRE-PSTC	AF	Dec 06,2018	New, on progress

Note: Project Manager (UNDP) will be responsible for updating the risks log in Atlas

Impact: effect on the project if the risk were to occur on a scale of 1 (low) to 5 (high)

Probability: estimate of the likelihood of the risk occurring on a scale of 1 (low) to 5 (high)