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Project Document
United Nations Development Programme
Ethiopia

Project Title: Institutional Capacity Enhancement and Training Programme at the African Centre for Peace and Security Training.
UNDAF Pillar: Pillar 3. Governance and Capacity Development
UNDAF Outcome 10: By 2015, national and sub-national actors utilize improved mechanisms that promote inclusiveness, participation, transparency, accountability and responsiveness in national development processes
UNDAF Output(s): 10.4 Capacities of national and regional actors for conflict prevention and transformation enhanced.
Expected Project Output(s):

1. Enhanced institutional capacity for training in peace and security.
2. Enhanced human capacity for analysis, application and implementation of major peace and security instruments on Africa;
3. A community of practice on African peace and security at senior levels through APCST Alumni programme.

Implementing Partner: Institute for Security Studies
Responsible Parties: Institute for Security Studies
African Center for Peace and Security Training

Brief Description of the Project

The project aims to support the Institute for Security Studies (ISS) to establish an African Centre for Peace and Security Training (ACPST) to function effectively as a center of excellence for peace and security training in Africa. Given the gaps that exist between security policy and practice in Africa, the project will contribute to narrowing this gap by enabling training for senior practitioners on policy frameworks that define and underpin the current African Peace and Security Agenda.

UNDAF Programme Period:	2012-2015	Total resources required:	USD 2,000,000
Key Result Area (Strategic Plan):	_____	Total allocated resources:	USD 2,000,000
Atlas Award ID:	00059867	• Regular (TRAC)	_____
Start date:	December 2011	• Other:	_____
End Date:	December 2015	* Japan	USD 1,400,000
PAC Meeting Date:	_____	* Government	_____
Management Arrangement:	NGO Implementation	Unfunded budget:	USD 600,000
		In-Kind contributions:	_____



Agreed by IP

M/My 35
Amb. O. Akun Sanyal

Date:

11/3/2014

Agreed by UNDP:

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Date:

10 March 2014



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LIST OF ACCRONYMS

ACPST	=	AFRICAN CENTRE FOR PEACE AND SECURITY TRAINING
APSA	=	AFRICAN PEACE AND SECURITY ARCHITECTURE
ASF	=	AFRICAN STANDBY FORCE
AU	=	AFRICAN UNION
CCCPA	=	CAIRO REGIONAL CENTRE FOR TRAINING ON CONFLICT RESOLUTION & PEACEKEEPING
DRC	=	DEMOCRATIC REPUBLIC OF CONGO
ECOWAS	=	ECONOMIC COMMUNITY OF WEST AFRICAN STATES
EU	=	EUROPEAN UNION
GCSP	=	GENEVA CENTRE FOR SECURITY POLICY
IGAD	=	INTERGOVERNMENTAL AUTHORITY ON DEVELOPMENT
ISPTC	=	INTERNATIONAL PEACE SUPPORT TRAINING CENTRE
ISS	=	INSTITUTE FOR SECURITY STUDIES
ISS PA	=	ISS PEACE ACADEMY
KAIPTC	=	KOFI ANNAN INTERNATIONAL PEACEKEEPING TRAINING CENTRE
PSO	=	PEACE SUPPORT OPERATIONS
SADC	=	SOUTHERN AFRICAN DEVELOPMENT COMMUNITY
UN	=	UNITED NATIONS
UNDAF	=	UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK
UNDP	=	UNITED NATIONS DEVELOPMENT PROGRAMME
UNSC	=	UNITED NATIONS SECURITY COUNCIL
UNDPKO	=	UNITED NATIONS DEPARTMENT OF PEACEKEEPING OPERATIONS

I. SITUATIONAL ANALYSIS

1. Peace and Security in Africa continues to remain a challenge although marked improvements have been witnessed. Military coups have become a rarity and many countries have overcome violent conflict and now negotiate the challenges of reconstruction. Liberia and Sierra Leone, previously known for bloody conflicts, have re-emerged as functional democracies with the latter now even contributing troops to UN peacekeeping.
2. This improvement has many origins, including a decade of sustained economic growth in a number of African countries. Other factors include global activism, particularly through the massive deployment of UN peacekeepers to Sierra Leone, Liberia, the Democratic Republic of Congo (DRC), Sudan and elsewhere. Today the African Union and sub-regional organizations such as the Economic Community of West African States (ECOWAS), the Southern African Development Community (SADC) and the Intergovernmental Authority on Development (IGAD) play a prominent role in building the capacity for the African Standby Force and related components of the African Union's peace and security architecture.
3. This project focuses on knowledge management and training support for mid-level to senior African diplomats and officials in emerging matters relating to peace and security, including peacekeeping. It will expose these officials to in-depth analysis of the content of major peace and security instruments and demonstrate how these can contribute to the resolution and management of conflicts on the continent. By enhancing knowledge and proficiency in these important peace and security instruments, ACSPT (previously termed the ISS Peace Academy) will contribute to building the capacity of senior officials for their implementation. It is worthy of note that the initiative was welcomed by Heads of State during the July 2010 AU Summit in Kampala, Uganda.”
4. A vast array of peace and security agreements, instrument frameworks and policies has emerged from the continuous search for peace and security in Africa, at national, sub-regional, regional and global levels. On the one hand a lack of adequate knowledge of these policy instruments among mid to senior level officials has contributed to palpable gap between policy and practice in African peace and security. This knowledge gap hampers effective implementation of public policy in the area of peace and security. On the other hand African negotiators from smaller and medium-sized countries are overstretched and often unable to respond to the demands for participation in negotiations on a wide array of related matters (such as arms control, nuclear proliferation, etc.). Finally, emerging practices and lessons learnt from experiences from the field in security sector reform, disarmament, post conflict reconstruction and the like

¹ Assembly of the African Union, Fifteenth Ordinary Session, 25-27 July 2010, Kampala, Uganda, par 7. The Assembly, in decision (AU Decision 275 (XV)) welcomed the establishment of the ISS Peace Academy as “an important tool for the enhancement of Africa’s capacity in the area of Peace and Security

are not appropriately filtered into African policymaking within organizations such as the AU and Regional Economic Communities (RECs).

5. As the seat of the African Union, Addis Ababa is the capital of diplomacy and international relations in Africa. In the area of peace and security (including peacekeeping), even though numerous regional instruments have been developed, effective implementation remains a distant prospect. The gap between policy and practice needs therefore urgently to be addressed. This proposal is predicated on the important lesson learned that several mid-level to senior level officials are not conversant with the main and specific provisions of important instruments of public policy in the area of peace and security, the capacity gap to participate in international negotiations on matters such as the upcoming Arms Trade Treaty, and the need to learn lessons and deduce best practices from the various efforts in conflict prevention, management and reconstruction prevalent in the continent.

II. RATIONALE AND JUSTIFICATION

6. A number of peacekeeping training centers already exist in Africa. Many more are emerging. Recently, for example, the University of Stellenbosch in South Africa established a new initiative in this domain. In addition, the Universities of South Africa (UNISA), Namibia and Botswana have developed various academic products. This is in addition to centers at Universities in Ethiopia, Nigeria, Ghana and elsewhere. Recently a number of international partners have commended support to the Pan-African Research and Training Programme for Peace and Security at the ISS at Addis Ababa University of Peace (which has an office at the same University) as well as organizations such as OSSREA (the Organization for Social Science Research in Eastern and Southern Africa – also working from Addis Ababa) and CODESRIA (Council for the Development of Social Science Research in Africa, based in Dakar, Senegal. The newly established Ethiopian International Peace Keeping Training Centre is an addition to the efforts of capacity building for peace keeping operations.
7. France has traditionally supported a number of military, police and gendarme training centers in West and Central Africa and the UK similarly in its former colonies. Recently the USA and the EU have also become active in this field. In support of the African Standby Force (ASF) international partners are supporting various regional centers of excellence in each of the five designated regions.² These centers provide a substantial amount of peacekeeping training Long-standing initiatives such as the Norwegian funded Training for Peace (of which the ISS is a partner) have also been engaged in the provision of peacekeeping training in Africa.
8. All of these institutions fulfil an important function to strengthen Africa's capacity to maintain peace on the continent. Each of these institutions and initiatives targets a

² EMPBamako; Management military school Koulikoro; FAS Dakar; DA IPTC Accra, LECIA, Accra, CPADD, Ouiddah; CPPJ, Porto Novo; Nigeria National college for logistics; Nigerian Defense College Abuja; Medical school, Niamey; EIForces Awae, CSID, Yaoundé, Staff college Libreville; Tropic al military hospital Libreville; Engineer military school Brazzaville, policy Training School Gaborone; Accord; ISS; APSTA; Peace Missions Training Centre Pretoria; RPTC Harare, IPCS Dar Es Salaam, Staff College Kampala, IPSTC Karen, IMATC Karen; Naval Base Mombasa, Policy School Algiers; CCCPA Cairo; Staff College Sebrata.

particular niche. While a number aspire to the provision of regional training, most serve a largely domestic audience and need. Many focus on peacekeeping and or specific military skills or educational aspects.

9. Rather than duplicate the training provided by these institutions aimed at building the capacity for the African Standby Force, African Centre for Peace and Security Training (ACPST) aims to complement peacekeeping training with a broader focus on new dimensions of security in Africa. As opposed to the centers of peacekeeping training excellence, the ACPST will focus its efforts on the major emerging regional and international instruments and challenges on peace and security, including climate change, negotiations on the proposed Arms Trade Treaty, and the like to build the capacity to implement these instruments, and thus, to bridge the gap between policy and practice in peace and security on the African continent.
10. Through the training provided by the ACPST the ISS in partnership with the Geneva Centre for Security Policy (GCSP) will strive to provide a training programme that develops knowledge and capacity of senior officials on the normative frameworks and public policy in African peace and security. Given the gaps that exist between security policy and practice in Africa, the Programme seeks to narrow the capacity gap by training senior practitioners in policy frameworks that define and underpin the current African Peace and Security Agenda. The location of the ACPST in Addis is an added advantage in terms of proximity to the target audience.
11. With the establishment of the ACPST, the ISS intends to further translate its research into practical results. The Centre will focus on the provision of high-level education in African peace and security issues and to strengthen security practices and governance throughout the continent. Alumni from ACPST courses will be encouraged to remain engaged in the Centre's activities through the establishment of an alumni network whose purpose will be to build an African peace and security community with expanded capacity to better manage the manifold challenges that confront the continent. The ISS will work in partnership with the Geneva Centre for Security Policy (GCSP) as an internationally renowned training center with fifteen years' experience in training on peace and security policy.
12. The ACPST was established and operationalized thanks to an initial grant of USD 900,000 for 2013 and a new support of USD 500,000 for 2014 from the Government of Japan through UNDP. The Centre has built on this solid financial foundation to attract additional funding from the Kingdom of the Netherlands.

III. STRATEGIC OBJECTIVE

13. The strategic objective of the project is to contribute to improved peace and security in Africa through policy training at strategic levels. Specifically the project will attain the following:
 - Strengthen the institutional capacity of APSA;

- Support the establishment and delivery of a training programme for senior officials on African peace and security policy issues;
- Create and manage a community of practice on African peace and security through an Alumni programme.
- Increase participants' knowledge and provide them with practical skills to help them contribute to policy and behavioural changes that enhance human security
- Facilitate alumni networking to aid knowledge-exchange and collaboration that contribute to human security-enhancing policy and behavioural changes.
- Delivery of training programmes for senior officials on African peace and security policy issues;

IV. TARGETED BENEFICIARIES

14. The primary beneficiaries of the training courses and workshops will be mid to high-level African diplomats, military officers, senior officials and functionaries within ministries relating to policy prisons, justice, AU officials, officials from RECs in Africa, staff of the African Stand-by-Force (regional brigades), delegates from the African NGO community and research institutes. Applicants from non-African countries and organizations may also be accepted. Where appropriate, ISS research programmes may wish to use the center as an appropriate vehicle to deliver high quality educational outputs as part of their capacity building efforts. In this case funding will be provided by the relevant programme.
15. The ACPST's core activity is to provide expert training at the conceptual and strategic level in African peace and security for mid-career diplomats, military officers, and civil servants from African foreign, defense, and other relevant ministries, as well as also include participants from the international community. Each course accommodates as divers group as possible, balancing geographic origin, nationalities, professional affiliation, degree of experience, and gender. While its principal course (lasting up to three months) as well as short courses are being offered at the ACPST in Addis Ababa, the Centre will also offer need-based and demand-based courses elsewhere on the continent, as well as at the Geneva offices of GCSP
16. Giving the emerging result and evolving context, the ISS through ACPST intends to further translate its research into practical results. The Centre will focus on the provision of high-level education in African peace and security issues and to strengthen security practices and governance throughout the continent. Additional Alumni from ACPST courses will be encouraged to remain engaged in the Centre's activities of the already established alumni network whose purpose is to build an African peace and security community with expanded capacity to better manage the manifold challenges that confront the continent. The ISS will work in partnership with the Geneva Centre for Security Policy (GCSP) as an internationally renowned training center with fifteen years' experience in training on peace and security policy.
17. The ISS/ACPST will strengthen and encourage the search for and application of home-grown solutions to old and persisting human security challenges has been the low capacity of actors. To help remedy this situation the ISS/ACPST will offer short-term courses on human security issues to civilian and military actors from states, civil society organizations, NGOs, and intergovernmental agencies. The Centre with continued mission will cater or a

strategic objective of contributing to improved peace and security in Africa through policy training at strategic levels.

18. The ACPST elevates the level and target audience of training from the operational to the strategic, and broadens the scope of training from peacekeeping to peace and security. This proposal is therefore predicated on the assumption that strategic level training to senior officials and security practitioners would directly enhance their capacity to implement the several policy frameworks on peace and security in Africa. An advantage of the ACPST will be its proximity to the AU in Addis Ababa, Ethiopia as well as its emphasis on professional development, as opposed to basic academic credentialing. The emphasis will be an ensuring that senior diplomats, officials and military officers are aware of the issues of political dynamics around major regional and global instruments. Ethiopia's capital city, as the diplomatic hub of Africa, is home to a great number of international organizations and institutions able to benefit from the ACPST.

V. METHODOLOGY AND IMPLEMENTATION STRATEGY

19. **Phase 1:** The Institute has already identified a suitable location able to accommodate the enlarged ISS requirements and recruitment of key staff is ongoing. The ISS is also seeking a cooperation framework with AU Commission. Work will begin on selecting and launching the successful bidder for the Training Needs Analysis contract, due to report by mid-January 2012, helping to set the curriculum agenda for the Curriculum Advisory Committee, meeting soon thereafter.

20. **Phase 2:** Courses will be selected from the following:

- African Security Management 2030 (duration: 2 weeks)
- New Issues in African Security (duration: 2 weeks)
- New Issues in African Security (duration 3 months)
- Governance, National Security and the Rule of Law (duration: 2 weeks)
- African Peacebuilding Training (duration: 2 weeks)
- Terrorism in the 21st Century (duration: 2 weeks)
- African responses to international crime (duration: 1 week)
- Advanced PSO Management (duration: 2 weeks)
- Curriculum Development Workshop (duration: 3 days) to prepare curricula on request for Key stakeholders.
- The programme and budget also provides for the furnishing of a number of additional two week training activities that will flow from the curricula development workshops.

21. Some of these courses are currently offered by the GCSP and will be adapted for the African environment, whilst others will be newly developed for the ACPST. Excluding the curriculum development workshops up to 19 courses are scheduled during this phase around 570 participants in total. Resources and demand will determine the incidence of courses being repeated and at what interval. More specifically, undertaking the various training activities will enable Centre to fine-tune its course offer. In due course, the Centre will consider seeking recognition and accreditation courses of two weeks and longer, seeking advice on best practice from both the university sector and from OECD-DAC and UN agencies such as Department of Peace Keeping Operations (DPKO). Finally, the Alumni

network strategy will be developed and implemented, as well as distance-learning and collaboration platforms.

22. **Phase 3:** Full establishment of the Academy- Once fully operational (i.e. beyond the offerings listed in this pilot project), the Centre will present up to 41 courses over 36 months for around 1,230 participants. The courses to be presented will be selected from the list below, supplemented by the experience and demand experienced during the pilot phase:

- African Security Management 2030 (2 weeks)
- New Issues in African Security (3 month training course).
- Governance, National Security and Rule of Law (2 weeks)
- African Peacebuilding Training (2 weeks)
- Terrorism in the 21st Century (2 weeks)
- African responses to international crime (1 week)
- Advanced PSO Management (2 weeks)
- Curriculum Development Workshop (3 days) to prepare curricula on request for key stakeholders.
- Three two-week ad hoc „on demand“ training activities that will flow from the curricula development workshops.
- Improving the quality of curriculum and delivery:
 - Hold two curriculum development workshops
 - Hold one meeting of the Curriculum Advisory Committee to evaluate ACPST courses and standards
 - Organize eight courses: four in English and four in French
 - Develop an eLibrary, virtual classrooms and eLearning capability
- Two curriculum development workshops
- Curriculum Advisory Committee meeting to evaluate ACPST courses and standards
- Organize eight courses: four in English and four in French
- Develop an eLibrary, virtual classrooms and eLearning capability
- Consolidating francophone presence: This will enable the ACPST impact countries in the Sahel and beyond that face some of the biggest human security threats.
 - Hire a francophone program coordinator to be based in ISS Dakar office
 - Purchase twenty-five laptop computers and miscellaneous equipment and improve space in Dakar office to facilitate francophone courses there
- Developing the Centre’s alumni network: This will magnify the outcomes of the ACPST through alumni activities and help us better monitor the Centre’s impact.
 - Encourage the formation of alumni associations and support their activities

- Improve the alumni bulletin and ACPST website to facilitate exchange
 - Developing a systematic monitoring and evaluation plan: This will help improve courses in ways that will aid the achievement of targeted outcomes and impact.
 - Develop and implement a medium-term impact evaluation assessment
 - Develop a basic monitoring tool
23. The institute has already established a suitable location able to offer high quality training and accommodate the ISS key staff. The ISS with the cooperation framework with AU Commission will continue working closely with the Commission in selecting and launching courses. Four courses will be offered. As a preparatory phase, a Curriculum Development Workshop will be organized followed by Curriculum Advisory Committee to endorse the curriculum. For effective delivery of courses, four Laptops will be purchased for trainees. For maximizing the impacts of the training francophone trainings will be offered in Dakar. To this end, the Dakar office will go through renovation to reconfigure space for suitability of trainings. A Medium-Term impact assessment, the development of eLearning, and expansion of Alumni Network area also among the major activities of ACPST. As part of building the capacity of ACPST the recruitment a competent Program Administrator will be supported.
24. ACPST will continue seeking recognition and accreditation courses of two weeks and longer, seeking advice on best practice from both higher learning institutions and from OECD-DAC and UN agencies such as Department of Peace Keeping Operations (DPKO).
25. During this phase we expect that an additional number of existing as well as newly developed training courses will be conducted in Addis Ababa and other capitals in Africa on an on demand basis.

VI. PARTNERSHIPS AND COORDINATION

26. Although the Centre is established as a partnership between the ISS and the GCSP, it will continue to be managed and run by the ISS. The ACPST will draw upon the reputation and support of the ISS in the provision of high quality research, conferences and dialogue, as well as the reputation of the GCSP as an internationally renowned training center with fifteen years of experience in this field.
27. The ISS is a regional applied policy research think tank with offices in Addis-Ababa, Cape Town, Nairobi, Pretoria (where the head office is located) and Dakar, with an exclusive focus on sustainable human security in Africa. Its research and interactions are practical and policy oriented. The mission of the institute is to conceptualize inform and enhance the debate on sustainable human security in Africa in order to support policy formulation and decision-making at every level. With staff from 17 African countries, the institute is one of the premier sources of information on human security in Africa with a large websites and around 100 publications per annum. These include monographs, papers, books, journals (the African Security Review and the Crime Quarterly) as well as a number of electronic publications. In Ethiopia the institute is registered as a research association

with the Ministry of Justice through certificate number 1290 dated 29th June 2005. The institute is currently in discussions to enter into an appropriate host country agreement with the government of Ethiopia.

28. GCSP was established in 1995 under Swiss law as an international foundation with the purpose to “promote the building and maintenance of peace, security and stability”, by the Swiss Federal Department of Defense Civil Protection and Sports, in cooperation with the Swiss Federal Department of Foreign Affairs. Initially, a Swiss contribution of Partnership for Peace (PIP) it has since growth to service a broad security policy community around the world. GCSP is engaged in four areas of activities:

- Training in international peace and security with a special focus on the global environment
- Research
- Workshops and conferences and
- Fostering of Dialogue

The GCSP’s core activity in the provision of expert training in comprehensive international peace and security policy for mid-career diplomats, military officers, and civil servants from foreign, defense, and other relevant ministries, as well as from international organizations. Participants in GCSP courses come from around the world including Africa, Asia, Europe, Latin America and North America. In addition to its three principal courses (each lasting from three to nine months) offered in Geneva, the GCSP also offers tailor-made courses in Amman, Bamako, Dakar, Geneva, New York, Sarajevo, and other locations. Alumni from GCSP courses remain engaged in the Centre’s activities.

29. Located in proximity of the African Union in Addis Ababa, the ACPST core activity will still be the provision of expert training at the conceptual and strategic level in sustainable human security policy and global issues for mid-career diplomats, military officers, and civil servants from African foreign, defense, and other relevant ministers, as well as from international organizations engaged with or working on African issues. Participants in ACPST courses will be organizations engaged with or working on African issues. Participants in ACPST courses will primarily come from Africa but also include participants from the international community and non-African organizations.

VII. PUBLICATION AND PUBLICITY

30. 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 reports and publications, shall acknowledge that the project was carried out with funding from the Government of Japan through UNDP. The project will also maintain the visibility of Japan support where contribution by Japanese experts is made.

VIII. RESULTS AND RESOURCES FRAMEWORK

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

UNDAF Outcome 10: By 2015, national and sub-national actors utilize improved mechanisms that promote inclusiveness, participation, transparency, accountability and responsiveness in national development processes

Applicable Key Result Area (from 2014-2017 Strategic Plan): Inclusive and effective democratic governance systems that can deliver sustainable solutions to poverty, inequality and exclusion

Partnership Strategy: Although the Centre is established as a partnership between the ISS and the GCSP, it will continue to be managed and run by the ISS. The ACPST will draw upon the reputation and support of the ISS in the provision of high quality research, conferences and dialogue, as well as the reputation of the GCSP as an internationally renowned training center with fifteen years of experience in this field. Located in proximity of the African Union in Addis Ababa, the ACPST core activity will still be the provision of expert training at the conceptual and strategic level in sustainable human security policy and global issues for mid-career diplomats, military officers, and civil servants from African foreign, defense, and other relevant ministers, as well as from international organizations engaged with or working on African issues. Participants in ACPST courses will be organizations engaged with or working on African issues. Participants in ACPST courses will primarily come from Africa but also include participants from the international community and non-African organizations.

Project title and ID (ATLAS Award ID): Institutional Capacity Enhancement and Training Programme at the African Centre for Peace and Security Training; Project ID: 80639;

Project Award ID: 59867

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)	
				Year I	Year II
Output 1: Institutional capacity for training in peace and security enhanced	Year I:	1. Activity Result: Staff recruitment and training 1.1 Four project staff recruited 1.2 Environment of the training improved 1.3 All project staff trained on key skills in their areas of responsibility 1.4 Hire a francophone program coordinator to be based in ISS Dakar office to enable the ACPST impact countries in the Sahel and beyond recruitment of essential project staff	GCSP/ISS/ACPST	361,586	46,139
	Year II:	1.5 Procurement of office equipment, 4 laptop computers and IT materials 1.6 Improve space in Dakar office to facilitate francophone courses 1.7 Deploy at least one subject-matter-international expert either from Japan or other regions for the training 1.8 ISS management and admin costs			

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)	
				Year I	Year II
<p>Output 2: Capacity for analysis, application, and implementation of major peace and security instruments in Africa enhanced</p>	<p>Year I:</p> <ul style="list-style-type: none"> - Need based training curriculum developed - Regional workshop endorses curriculum on peace and security course and related areas 	<p>2. Activity Result: Capacity for analysis, application, and implementation of major peace and security instruments in Africa put in place</p> <p>2.1 Two Programme familiarization workshops conducted</p> <p>2.2 Travel fee for consultant to assess the needs for capacity training</p> <p>2.3 Needs assessment for training in 10 institutions identified</p> <p>2.4 Improving the quality of curriculum and delivery</p> <p>2.5 Conduct programme familiarization workshop to stakeholders</p> <p>2.6 Curriculum development informed by Training Needs Assessment</p> <p>2.7 Purchase of books and subscription for resource center</p> <p>2.8 Hold curriculum development workshops</p> <p>2.9 Hold Curriculum Advisory Committee meeting to evaluate ACPST courses and standards</p> <p>2.10 Develop an e-Library, virtual classrooms and e-Learning capability</p>	GCSP/ISS/ACPST	114,604	17,500
	<p>Year II:</p> <ul style="list-style-type: none"> - Virtual Classrooms, e-Library and e-Learning facilities established for facilitation of regional courses on peace and security 			360,810	360,500
<p>Output 3: A community of senior practitioners with a deep knowledge and understanding of African peace and security issues built through the ACPST training courses, and as a result of that, an ACPST Alumni Network established.</p>	<p>Year I:</p> <ul style="list-style-type: none"> - Offer courses to fifty middle to high level African officials and experts - Four Alumni Bulletin produced <p>Year II:</p> <ul style="list-style-type: none"> - Offer courses to a minimum of fifty middle to high level African officials and experts 	<p>3. Activity Result: Training offered to middle and high level African officials and experts</p> <p>3.1 Organize courses on emerging issues on African peace and security for middle to high level African officials in 2013</p> <p>3.2 Organize eight courses: four in English and four in French in 2014</p> <p>3.3 Expand Alumni network to accommodate additional 250 trainees</p> <p>3.4 Produce Alumni Bulletin and ACPST website to facilitate exchange</p>	GCSP/ISS/ACPST	360,810	360,500

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)	
				Year I	Year II
Output 4: A systematic monitoring and evaluation plan	Year II: - Achievements, lessons, changeless and future project inputs/way forward identified for future engagement - Tools and plans for M&E organized	4. Activity Result: Monitoring and evaluation plan 4.1 Conduct Mid-Term Review 4.2 Produce a monitoring tool	GCSP/ISS/ACPST		35,861
UNDP GMS: 7% -2013 & 8%-2014				63,000	40,000
Total				900,000	500,000

IX. ANNUAL WORK PLAN -2014

EXPECTED PROJECT OUTPUTS	PLANNED ACTIVITIES	2014 FY Budget (USD)				RESP. PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description
Output 1: Institutional capacity for training in peace and security enhanced	Activity Result: Staff recruitment and training	3,000	3,000	3,000	3,000	ISS	GoJ	12,000
<i>Baseline:</i> 4	Action 1.1: Project staff recruited							
<i>Indicators:</i>	Action 1.2: Procurement of office equipment, 4 laptop computers and IT materials	4,000	-	-	-	ISS	GoJ	4,000
- <i>Number of staff recruited</i>	Action 1.3: Office running costs (communication, occupancy, maintenance, improve space in Dakar office)	7,534.75	7,534.75	7,534.75	7,534.75	ISS	GoJ	30,139
- <i>Number of laptop computers purchased</i>								
Targets:								
- <i>4 staff for Addis and Dakar offices</i>								
Subtotal (per quarter)		14,534.75	10,534.75	10,534.75	10,534.75			
Subtotal (per half year)			25,069.50		21069.50			46,139
Subtotal (FY 2014)								
Output 2: Capacity for analysis, application, and implementation of major peace and security instruments in Africa enhanced	Activity Result: Capacity for analysis, application, and implementation of major peace and security instruments in Africa put in place							
<i>Baseline:</i> 0	Action 2.1: Virtual Classrooms, e-Library and e-Learning facilities established for facilitation of regional courses on peace and security	-	17,500	-	-	ISS	GoJ	17,500
<i>Indicators:</i> Number of Virtual Classrooms, e-Library and e-Learning facilities								
Targets: 200 ACPST Trainees								
Subtotal (per quarter)		-	17,500	-	-			
Subtotal (per half year)			17,500		0.00			
Subtotal (FY 2014)					17,500			17,500

EXPECTED PROJECT OUTPUTS	PLANNED ACTIVITIES	2014 FY Budget (USD)				RESP. PARTY	Funding Source	PLANNED BUDGET Budget Description	Amount (USD)
		Q1	Q2	Q3	Q4				
Output 3: A community of senior practitioners with a deep knowledge and understanding of African peace and security issues built through the ACPST training courses, and as a result of that, an ACPST Alumni Network established.	Activity Result: Training offered to middle and high level African officials and experts Action 3.1: Organize eight courses: four in English and four in French Action 3.2: Expand Alumni network to accommodate additional 250 trainees	85,850	85,850	85,850	85,850	ISS	GoJ	343,400	
<i>Baseline: 290</i> <i>Indicators: Number of trainees</i> <i>Targets: 200 mid to high-level African diplomats, military officers, senior officials and functionaries within ministries</i>		4,275	4,275	4,275	4,275	ISS	GoJ	17,100	
Subtotal (per quarter)		90,125	90,125	90,125	90,125				
Subtotal (per half year)		180,250	180,250	180,250	180,250				
Subtotal (FY 2014)		360,500	360,500	360,500	360,500			360,500	
Output 4: A systematic monitoring & evaluation plan and communication plan	Activity Result: Monitoring and evaluation plan Action 4.1 Conduct Mid-Term Review Action 4.2 Produce a monitoring tool Action 4.3: Covering costs for communication and other miscellaneous expenses	-	-	30,000	-	ISS	GoJ	30,000	
<i>Baseline:</i> <i>No M&E Plan in place</i> <i>Project not reviewed</i>		-	3,861	-	-	ISS	GoJ	3,861	
		500	500	500	500	UNDP	GoJ	2,000	

EXPECTED PROJECT OUTPUTS	PLANNED ACTIVITIES	2014 FY Budget (USD)				RESP. PARTY	Funding Source	Budget Description	Amount (USD)
		Q1	Q2	Q3	Q4				
	GSM (8% of the project)					UNDP			
<i>Indicators:</i>									
<i>Monitoring & Evaluation Plan in place</i>									
<i>Final MTR report available</i>									
Targets:									
<i>One Monitoring & Evaluation Plan put in place and implemented</i>		10,000	10,000	10,000	10,000			40,000	
<i>MTR conducted</i>									
Subtotal (per quarter)		10,500	14,361	40,500	10,500				
Subtotal (per half year)			24,861		51,000				
Subtotal (FY 2014)					75,861			75,861	
Total (per quarter)		115,159.75	132,520.75	141,159.75	111,159.75				
Total (per half year)			147,680.50		352,319.50				
Total (FY 2014)					500,000			500,000	

X. MANAGEMENT ARRANGEMENTS

31. The project will be implemented in coordination and close collaboration with the following key partners: UNDP, ISS and the Government of Japan. The project will be a UNDP project and the resources from the Government of Japan will be managed by UNDP Ethiopia. The project will run under the UNDP NGO implementation modality and the ISS will be the main implementing partner. The resources will come from the Government of Japan who will also be involved in the project quality assurance.
32. The overall management and responsibility for the project will be under the UNDP Ethiopia Country Office who will provide a range of support services to project implementation. Namely ensuring timely transfer of the resources from the funder and disbursement of resources to respective service providers based on national and UNDP procurement practices, continuous monitoring of operational and implementation process to ensure it is in line with national guidelines and policies as well as UNDP processes and advising on some issues where need be.
33. In terms of management and staffing the Centre will be headed by a Head and will have a relatively a core staff supported by contracted course leaders, specialists and others upon requirement. In addition, the ACPST will share various support staff with the ISS office in Addis Ababa and other relevant programme.
34. The Project Steering Committee shall comprise Institute of Security Studies, the Japanese Embassy and UNDP and meet at least once a year. The project Steering Committee (PSC) is responsible for making by consensus management decisions for the project when guidance is required by the Project Manager. Based on the approved annual work plan (AWP), the PSC reviews and approves project quarterly plans when required and authorizes any major deviation from quarterly or annual work plans. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. The Project Steering Committee will meet on quarterly basis.
35. Project financial management and audit is an essential function that supports accountability for the use of UNDP managed resources. As an NGO implementation, the audit will be as per regulations through the regular external audit processes. In doing this, all stakeholders are expected to provide relevant and timely information to auditors to effectively deliver their mandates. The project will be audited according to UNDP rules and regulations for NIM/NGO implemented projects.
36. UNDP shall hand in the interest income in accordance with the Japan-UNDP agreement on Arrangement for the Interest Income derived from Japan-UNDP Partnership Fund. For any fund balances at the end of the project, the country office shall consult with the Government of Japan on its use.
37. The Centre will be managed and administered by the ISS in Addis Ababa, Ethiopia, sharing resources and infrastructure with other ISS programmes in the interests of cost savings. The initial complement will be as follows, with additional staff recruited towards the end of Phase 3, i.e. during 2013 (the grading numbers are in accordance with the Paterson system used by the ISS):

- Head of the Centre;
- Programme Coordinator;
- Programme Administrator;
- Receptionist;
- Facilities Support/Clerk/Driver.

38. The Head of the Centre will be responsible for:

- Guiding and directing the academic development of the Centre and its various courses;
- He/she will also be expected to undertake a limited amount of teaching;\Fundraising;
- Managing stakeholder relations, networking and liaison on behalf of the Centre and the ISS;
- Participation in the management of the ISS;
- Financial management in line with ISS policy;
- Quality assurance and approval of donor reports; and
- ACPST staffing issues including recruitment, performance management, development, leave, grievance and disciplinary management, etc.

For every course longer than one week the Head will identify a course leader.

39. Under the direction of the Head, the Programme Coordinator will:

- Ensure effective planning, preparation and the smooth running of individual courses as assigned;
- Contribute to course development;
- Manage communication with trainers and participants.

40. The Centre will also offer an internship as part of its capacity-building strategy. These would typically be attached to the Centre for six months at a time.

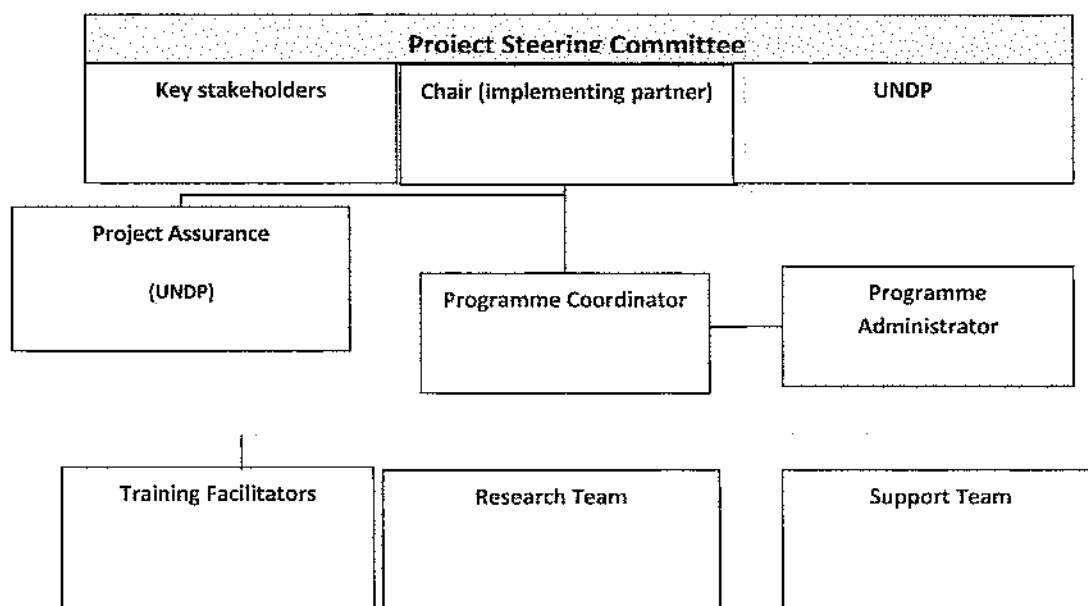
41. The ACPST will draw upon various resources for its teaching and instruction. Most obvious is the large number of ISS research staff across its various offices as well as the expertise and experience of the GCSP faculty. The intention is not, however, that ISS or GCSP staffs dominate in the presentation of courses. Drawing upon the rich diversity of the thousands of African practitioners and academics deployed at national institutions, at universities and in regional organizations, the Academy will ensure that it draws its teaching staff for specific courses from the best and most relevant. To this end the budget allows for an average of five guest speakers per course-see.

42. The ACPST will share the support staff of the existing institute office consisting of office accountant and accounts assistant as well as office administrator, drivers, receptionist, cleaner and IT consultant.

43. As used before various methods will be used to advertise the course and workshops including the solicitation of nominations from national ministries (such as foreign affairs, defense, police, justice, prisons etc.). A call for applications will be posted on appropriate websites. Every effort will be made to ensure that the applications will be posted to appropriate websites. Every effort will be made to ensure that the application procedure

is competitive to enable a meaningful deliberation at the training courses are workshops. Some of the courses will target specific stakeholders and will be by invitation only.

44. In order to ensure maximum impact and sustainability of the training courses and workshops, an alumni programme will be established. Participants at the various courses will automatically become members of the Alumni Network which will be maintained through online discussion groups, a quarterly newsletter, conducting annual policy seminars and creating a database that outlines the expertise of each alumnus. The alumni will also have ongoing access to ISS and GCSP resources. These efforts ensure that experts' knowledge is continuously up-dated or tapped into when needed. It also further enhances collaboration between decision makers and relevant stakeholders, thus increasing the quality and effectiveness of African responses to new challenges to sustainable human security.



XI. MONITORING FRAMEWORK AND EVALUATION

45. The implementation of the Project will be in accordance with the programming policies and procedures outlined in the UNDP's Programme and Operations Policies and Procedures. The Project conclusion is expected by December 2015. The project will be monitored through quarterly reporting to steering committee members on the basis of the Annual Work Plan (AWP). A Mid-Term impact Assessment will be conducted.
46. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Steering Committee. Based on the Annual Review Report an Annual Project Review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the AWP. Final project review will be undertaken at the end of the project period. This review is driven by the Project Steering Committee and may involve stakeholders as required. It shall focus on the extent to which

progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

47. Ethiopia is a stable country and there is little likelihood of large scale conflict. As ISS and GCSP continue to collaborate. The partnership between them is enhanced. It is therefore unlikely that the partnership will face major challenges. Even in that eventuality, ISS is a reputable organization on its own and is therefore able to achieve project outcomes on its own, if need be.
48. The trend for the past decade indicates that African States are becoming increasingly, not less interested in peace and security. Their participation in the ACPST courses is therefore a high possibility.
49. **Monitoring:** The project will be monitored based on the Monitoring and Evaluation guidelines of UNDP and on the UNDAF M&E matrix and Programme Monitoring Framework, which provide detailed M&E information on UNDAF results.

Within the annual cycle:

- On a quarterly/bi-annual basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Steering Committee through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Steering Committee. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

50. **Reporting:** The UNDP Programme Manager assigned will prepare an annual narrative and financial report on the supported activities, which will be shared with the contributing development partners.
51. **Audit:** The project will be audited according to UNDP rules and regulations for NGO.

XII. LEGAL CONTEXT

52. This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Ethiopia and UNDP, signed on 6 February 1981.
53. Consistent with the Article III of the Standard Basic Assistance Agreement, 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. 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.
54. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.
55. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.

XIII. ANNEXES

ANNEX 1: OFFLINE RISK LOG

Project Title: Institutional Capacity Enhancement and Training Programme at the African Centre for Peace and Security Training. Award ID: 00080639 Date: Feb 28, 2014

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Participants needs and expectations may not be met/managed as the TNA was done a year ago	Feb 28-'14	Strategic	Unmet needs by participants Potential effect on the project = 3	Apply updated TNA	Head, ACPST	FM	Feb 28-'14	New, on progress
2	Getting the right course facilitators may be challenging	Feb 28-'14	Organizational	Courses may be postponed Potential effect on the project = 3	Build a roster of facilitators	Head, ACPST	FM	Feb 28-'14	New, on progress
3	Funding is available for one year	Feb 28-'14	Financial	Courses may not be offered Potential effect on the project = 3	- Begin preparations of new proposals in advance - Introduce paid courses	Head, ACPST	FM	Feb 28-'14	New, on progress
4	Courses not standardized	Feb 28-'14	Operational	Less probability of updating courses Potential effect on the project = 3	- Call a regular Curriculum Advisory Committee meeting before courses are offered	Head, ACPST	FM	Feb 28-'14	New, on progress

ANNEX 2: RESULTS IP CAPACITY ASSESSMENT

The ACPST is established in a suitable location in Addis Ababa where it is able to offer high quality training. In 2012, the Center was able to recruit essential project staff, procured office equipment and IT materials and provided essential training to its project staff. Currently, the Center has core staff hired by the project.

A renovation was done to reconfigure space for suitability of trainings. The Centre functions in a building that accommodate the ISS key staff-both program and operations, a striking room for plenary, a number of syndicate rooms for group discussions, a research library and facilities for meetings. The ACSPT is equipped with state-of- the-art IT facilities including adequate number of computers, internet, and has rooms for trainees to finalize respective individual and group assignments. ACPST's website and e-Library are additional resources to better achieve its mandate and also provide on-site support to practitioners of peace and security.

Courses are launched and offered in this premises. As a preparatory phase, a Curriculum Development Workshop was organized followed by Curriculum Advisory Committee meetings and endorsed a well-designed curriculum. Laptops were purchased for trainees for maximizing the impacts of the training organized for mid to high-level African diplomats, military officers, senior officials and functionaries within ministries relating to policy prisons, justice, AU officials, officials from RECs in Africa, staff of the African Stand-by-Force (regional brigades), delegates from the African NGO community and research institutes as primary beneficiaries of the training courses and workshops.

With its current human, material and financial capability, ACPST is now entrusted with providing high quality strategic level training to African peace and security. Course facilitators composed of well-experienced diplomats, civil servants from the continent lead high quality trainings. An advantage of the ACPST will be its proximity to the AU in Addis Ababa, Ethiopia as well as its emphasis on professional development, as opposed to basic academic credentialing. The emphasis will be an ensuring that senior diplomats, officials and military officers are aware of the issues of political dynamics around major regional and global instruments. Ethiopia's capital city, as the diplomatic hub of Africa, is home to a great number of international organizations and institutions able to benefit from the ACPST.

ACPST is organized in a way that each course accommodates as divers group as possible, balancing geographic origin, nationalities, professional affiliation, degree of experience, and gender. While its principal course (lasting up to three months) as well as short courses are being offered at the ACPST in Addis Ababa, the Centre also offers need-based and demand-based courses elsewhere on the continent, as well as at the Geneva offices of GCSP. ACPST will continue seeking recognition and accreditation courses of two weeks and longer, seeking advice on best practice from both higher learning institutions and from OECD-DAC and UN agencies such as Department of Peace Keeping Operations (DPKO).

Giving the emerging result and evolving context, the ACPST reached to a level where it can further translates its research into practical results focusing on African peace and security issues. ACPST Alumni Network is an additional support engaged in the improvement of the Centre's activities in building practices of African peace and security community with expanded capacity to better manage the manifold challenges that confront the continent. This has enabled ACPST to apply home-grown solutions to old and persisting conflict and human security challenges.

ANNEX 3: TOR KEY PROJECT PERSONNEL

The section below gives an overview of the roles and responsibilities of:

1. Project steering committee
2. Project manager
3. Project support
4. Project assurance

Project Steering Committee

Overall responsibilities: The Project Steering Committee is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, PSC decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. The Project Manager for decisions consults this group when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. 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.

Composition and organization: This group contains three roles, including:

- 1) An Executive (Chair): individual representing the project ownership to chair the group.
- 2) Donors and Partners: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The donor's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Beneficiaries/Responsible Parties: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Specific responsibilities of the PSC:

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plans
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Closing the project

- Assure that all Project deliverables have been produced satisfactorily;
- Make recommendations for follow-on actions

Chair of the PSC

The Executive is ultimately responsible for the project, supported by the Beneficiaries and Donors/partners. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher-level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities of the Head of the Center

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress

- Serve as secretary of the PSC

Beneficiaries/Responsible Parties

The Beneficiaries are responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Beneficiaries' role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

Specific Responsibilities:

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities (see also the section below [Project Assurance](#))

Donors and partners

The Donors and Partners represent the interests of the parties, which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Donor's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Donor role must have the authority to commit or acquire donor resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role.

Specific Responsibilities:

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s)
- Ensure that the supplier resources required for the project are made available
- Contribute opinions on Steering Committee decisions on whether to implement recommendations on proposed changes

The Head of the Center is also responsible for overall assurance of the project as described below Project Assurance. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

Project Manager

Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Board. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (-is);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;

- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.
- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Project Assurance

Overall responsibility: Project Assurance is the responsibility of each PSC member; however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question “What is to be assured?” The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board’s decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out
- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”
- Ensure that the project is operationally closed in Atlas upon completion;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

Project Support

Overall responsibilities: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings
- Compile, copy and distribute all project reports
- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting
- Provide technical advices
- Review technical reports
- Monitor technical activities carried out by responsible parties

ANNEX 4: DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

UNDP

- A) 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.
- B) UNDP will be responsible to report to the Government of Japan and submit annual narrative and financial reports. These reports will be in an agreed format.
- C) UNDP receives and manage the funds from the Government of Japan and submit annual progress and financial reports in accordance with UNDP's programming policies and procedures.
- D) UNDP will provide Japan with a final report, including a financial statement, within three months following the financial completion of the project.
- E) Pursuant to the signed project Document and AWP, UNDP will release resources to ACPST and is responsible to review narrative and financial reports of ACPST.
- F) In the event that the objectives, activities, period or budget of an on-going project must be modified, UNDP will consult with the Embassy of Japan in Ethiopia in advance for informal approval/objections. In the event that the Ministry is favorably 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.
- G) UNDP shall hand in the interest income in accordance with the Japan-UNDP agreement on Arrangement for the Interest Income derived from Japan-UNDP Partnership Fund. For any fund balances at the end of the project, the country office shall consult with the Government of Japan on its use.

ACPST

- H) ACPST implements activities as outlined in the Project Document/AWP
- I) ACPST, the implementing partner, will submit quarterly narrative and financial reports to UNDP. These reports will be in an agreed format.
- J) In the event that the objectives, activities, period or budget of an on-going project must be modified, ACPST will consult with the UNDP in advance for informal approval/objections. In the event that UNDP is favorably inclined, ACPST will submit a revised request on the FACE Form or on official letter to UNDP for formal approval.
- K) The ACPST, UNDP and Government of Japan 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.

- L) The project through ACPST will be audited according to UNDP rules and regulations for NGO Implemented projects.

- M) ACPST is responsible to publicize the initiatives by the UNDP-Japan partnership in supporting peacekeeping and peace building in Africa. Appropriate publications for visibility will be produced by ACPST and UNDP. Information given to the press and project beneficiaries, all related publicity materials, official notices reports and publications, shall acknowledge that the project was carried out with funding from the Government of Japan through UNDP. The project will also maintain the visibility of the Government of Japan and UNDP support where contributions by experts from both are made.