



INTERNATIONAL PEACE SUPPORT TRAINING CENTRE (IPSTC)

UNITED NATIONS DEVELOPMENT PROGRAMME

**Peace Support Operation Training and Institutional Capacity Enhancement at
the International Peace Support Training Centre**

PROJECT DOCUMENT

United Nations Development Programme
Country: KENYA
Project Document

Project Title

Peace Support Operation Training and Institutional Capacity Enhancement at the International Peace Support Training Centre
 Enhanced institutional and technical capacity for disaster (man-made and natural) management (preparedness and response), policy formulation and implementation of UNDP Programmes

UNDAF Outcome(s):

Expected CP Outcome(s):

Expected Outcome: The project outcome will strengthen institutional and human capacity in Peace Support Operations in East Africa in order to effectively prevent, respond to and mitigate conflict and maintain peace and security in the region

1. Enhanced institutional capacity for research, conflict analysis, training design and management that address regional PSO needs;
2. Improved regional integrated PSO capability of military, police and civilian personnel to address evolving peace and security situations;
3. Completed training for UN/AU police serving member states who send personnel to peace missions in East Africa or wider Africa;
4. Tested capability of the Eastern Africa Stand-by police in rapid deployment and coordination, and lessons learnt in planned Field Training Exercise (FTX) in 2009; and,
5. Developed and designed concept and structure for a functional civilian roster system within the region.

Expected Output(s):

Implementing Partner:

International Peace Support Training Centre

Responsible Parties:

UNDP-Kenya, Ministry of Defence, International Peace Support Training Centre


Brief Description

The aim of this project is to enhance the regional capability in AU/UN peacekeeping and peacebuilding in East Africa through institutional and human resource capacity building at the International Peace Support Training Centre (IPSTC). This will be done by reflecting the emerging ground reality for increasing the quantity and quality of trained military, police and civilian personnel capable of dealing with integrated aspects of peace support operation missions including conflict prevention, conflict management and post-conflict recovery including cross-cutting issues.

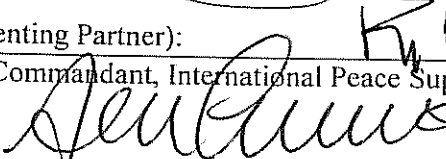
Programme Period:	<u>2 years</u>
Key Result Area (Strategic Plan):	Key result area
3.2 Strengthening post-crisis governance functions.	
Atlas Award ID:	
Start date:	<u>1 January 2009</u>
End Date	<u>31 December 2010</u>
PAC Meeting Date	
Management Arrangements	<u>National Execution (NEX)</u>

A WP budget:	<u>2009-2010</u>
Total resources required	<u>USD 3,560,000</u>
Total allocated resources:	<u>USD 3,560,000</u>
• Other:	
o Donor	Government of Japan
	▪ <u>USD 3,560,000</u>

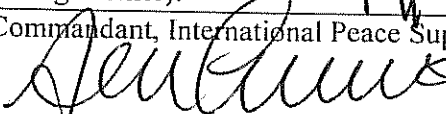
Agreed by (Government)

 19/3/09
 Ambassador Nancy Kirui Permanent Secretary, Ministry of State for Defence, Kenya

Agreed by (Implementing Partner):

 19/3/09
 Brigadier Kibochi, Commandant, International Peace Support Training Centre, IPSTC
 Aeneas C. Chuma

Agreed by UNDP:

 19/3/09
 Mr. Aeneas Chapinga Chuma, UNDP Resident Representative/ UN Resident Coordinator

Acronyms and Abbreviations

AMISOM	African Union Mission to Somalia
APSA	African Peace and Security Architecture
APSTA	African Peace Support Trainers' Association
ASF	African Stand-by Force
AU	African Union
BPST	British Peace Support Team
CIMCOORD	Civil-Military Coordination
CIMIC	Civil-Military Cooperation
CPX	Command Post Exercise
DPKO	Department of Peace Keeping Operation
EASBRICOM	Eastern African Stand-by Brigade Coordination Mechanism
EASBRIG	Eastern African Stand-by Brigade
FTX	Field Training Exercise
HPSS	Humanitarian Peace Support School (currently IMATC)
IAPTC	International Associations for Peacekeeping Training Centres
IGAD	Inter Governmental Authority on Development
IMATC	International Mine Action Training Centre (under IPSTC)
IPSTC	International Peace Support Training Centre
MOD	Ministry of State for Defence, Kenya
NEX	National Execution
NGOs	Non Governmental Organisations
PSC	Peace and Security Council (of the African Union)
PSCA	Peace, Security and Conflict Academy (under IPSTC)
PSO	Peace Support Operation
RECs	Regional Economic Commissions
RPA	Rwanda Peace Academy
TOR	Terms of Reference
UN	United Nations
UNAMID	African Union / United Nations Hybrid Operation in Darfur
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNV	United Nations Volunteer

1. Situation Analysis

1.1 Background

1.1.1 Recent development of African Peace Support Operations

Many African countries over recent years have been experiencing devastation from armed conflicts and crises, mainly intra-state, sub-regional and complex in nature. The situation in some countries remains dire and lives are destroyed in large numbers. The Eastern region in particular has been persistently affected by conflict for almost two decades, as represented by the current crisis in Somalia and Darfur.

There have been a series of international, regional and national efforts in place throughout initial crisis interventions and long term recovery and development phases in order to manage these crises and build peace and stability in these countries. As one of the major international responders to African crises, the United Nations has been traditionally engaged in Peace Support Operations (PSOs) in the form of peacemaking, peacekeeping and peacebuilding. As of September 2008, there are 21 UN peace missions existing worldwide with a total of 88,754 military and police personnel. Of these, nine missions are operating in Africa with a total of 61,210 military and police personnel (55,089 military and 6,121 police) working beside international and national civilian staff. These figures illustrate the massive requirement for PSO related capacity in Africa.

Under present circumstances, delivery of peacekeeping and peace operations in East Africa are in a state of transformation. While the UN still remains one of the key actors, recent lessons from Darfur and Somalia show that the UN alone has a serious limitation in making a timely response to the growing needs for peace in the Eastern Africa region. Hence, initiatives are underway for African themselves, led by the African Union (AU), to take on more responsibility for regional peace operations. In Darfur, the African Union Mission in Sudan (AMIS) made an initial intervention prior to the UN by deploying 7,000 AU peacekeepers. This created an enabling environment for the UN to send its military, police and civilian personnel and form the African Union/United Nations Hybrid Operation in Darfur (UNAMID) in December 2007. UNAMID currently focuses on ensuring that the physical presence of 26,000 troops as well as police and civilian personnel maintain security on the ground. In Somalia, the African Union Mission to Somalia (AMISOM) currently has 3,400 troops from Uganda and Burundi in the Mogadishu area. AMISOM is in the process of increasing its strength in order to create the conditions for the UN to join and form a hybrid peace operation as in Darfur. Both missions have so far faced a serious shortfall in obtaining the required number of personnel.

1.1.2 Emerging training and capacity needs in PSO

As the number and magnitude of the conflicts requiring UN and/or AU intervention increases, the need for more trained personnel in peace support operations grows directly. Hence there is an urgent need to train and deploy military, police and civilian personnel in the aforementioned hot-spots in order to prevent crises expanding and deteriorating. In reality, however, a large number of military and civilian personnel to be engaged in these peace support missions do not have the opportunity to go through proper pre-deployment or refreshment training due to the large numbers of personnel requiring training compared to the limited capacity of regional training centres. In Eastern Africa, the International Peace Support Training Centre (IPSTC) based in Nairobi, Kenya is the only training institution acknowledged by the AU to provide integrated PSO training for the region.

Required training here does not only focus on military intervention to bring about a cessation of fighting. The training should further cover broader post-conflict peacebuilding interventions after a peace accord has been negotiated or signed. It is becoming more obvious that purely military interventions do not create long-lasting climates for peace. There needs to be a coordinated effort between civilian interventions, including police, civilian administrators from national and international organizations and NGOs, and military/humanitarian interventions. The same applies to the majority of UN and AU 'integrated' missions which consist of military, police and civilian components.

1.1.3 AU for continental peace and security: ASF

In addition to immediate training needs for ongoing crises, long-term readiness for timely responses to potential crises needs to be developed in the region. AU, in this regard, has been undertaking reform of its security structure, the African Peace and Security Architecture (APSA) since May 2001 within the framework of the new African Union. APSA is being developed and operationalised as the AU is forced to deal with a number of conflicts and crises such as Darfur, Somalia, Burundi and the Comoros. APSA includes five main mechanisms: 1) the Peace and Security Council (PSC); 2) a Continental Early Warning System (CEWS); 3) a Panel of the Wise (PoW) as an permanent and enhanced mediation capacity, 4) Military Staff Committee; 5) a Post-Conflict Reconstruction and Development Framework; and, 6) an African Stand-by Force (ASF).

Among others, ASF is a mechanism that is expected to prevent or rapidly respond to the future Darfur or Somalia case. The AU envisions developing a fully operationalised and multi-dimensional integrated continental wide ASF ready for deployment by 2015, with an initial operational capacity by 2010. ASF allows the AU to have a permanent capability of rapid deployment to keep or enforce the peace when crises break out in the region. The AU in the past has had to request its member states send troops, police and civilian personnel on every occasion there is a requirement, as in Darfur or Somalia. This approach has been time consuming and often creates a shortfall as many member states do not have trained personnel available for immediate deployment, besides their routine requirements. In this context, G8 Hokkaido Toyako Summit Leaders Declaration issued in July 2008 also emphasised on the need to promote peace through supporting in particular the APSA and ASF including training and equipments.

The ASF would have an overall continental capacity of 35,000, comprising of standby brigades of approximately 7,000 personnel in each of the five regions of Africa (North, East, West, South and Central), and incorporating a police and civilian expert capacity. It is envisaged that in 2010, there will be a continental Command Post Exercise (CPX) to test how far the AU has progressed in developing its capacity to manage complex peacekeeping operations.

1.2 Regional Frameworks

1.2.1 EASBRICOM: Eastern African Peace and Security Architecture

As a part of the 5 regional stand-by brigades which constitute the ASF, the Eastern Brigade (EASBRIG) was established in April 2005. EASBRIG is currently comprised of the following thirteen member states: Burundi; Comoros; Djibouti; Eritrea; Ethiopia; Kenya; Madagascar; Mauritius; Rwanda; Seychelles; Somalia; Sudan; and, Uganda.¹ Under the Constitutive Act of

¹ Eastern Africa Standby Force Strategic Development Plan 2007 to 2015, EASBRICOM/PLANELM Offices, November 2007.

the AU, the Regional Brigades were supposed to be under the direction of the Regional Mechanisms. In some regions, Regional Economic Commissions (RECs) were mandated to coordinate the Standby Brigades. In Eastern Africa, there was no single REC, including the Inter Governmental Authority on Development (IGAD), which fully covered all thirteen countries grouped together for peace and security architecture purposes. Under this circumstance, Eastern Africa was allowed in January 2007 to create a new Secretariat, the Eastern African Stand-by Brigade Coordination Mechanism (EASBRICOM). EASBRICOM has been located in Nairobi (Karen), Kenya, under the Host Country Agreement with the government of Kenya since May 2008.

The mandate of EASBRICOM is to coordinate, oversee and manage EASBRIG, in order to empower a new diplomatic and political body which would take forward the development of PSO capability for the Eastern African region. EASBRICOM is also expected to identify regional training needs based on the on-the-ground reality of PSO missions, harmonise training centre standards and control the number and profile of personnel already trained or to be trained in the future. EASBRICOM is also responsible for conducting a major Field Training Exercise (FTX) in November 2009. This will be a simulated exercise in a particular field environment for the EASBRIG member states that aims to make sure the Eastern region has developed operational capability in the region before the continental CPX is conducted in 2010. EASBRICOM has been also requested by the AU to develop a civilian roster holding 300 civilian experts that will enable the region to maintain 60 civilian staffs in PSO missions on the ground without time-lags during the rotation period.

EASBRICOM currently is composed of a civilian director, senior political affairs officer, and an officer in charge of civil affairs officer from Eastern Africa as well as several military officers from Kenyan Army. Besides, there are several international military seconded from UK, USA etc, former police commissioner from Norway, and civilian advisor from Germany. In order to fulfil its mandate and required tasks, the institution requires intensive capacity building for regional training oversight as well as strengthening civilian components.

1.2.2 IPSTC: PSO Training Institution in Eastern Region

The International Peace Support Training Centre (IPSTC), located in Nairobi (Karen), was established in 2000. Currently IPSTC is under the structure of Kenyan Ministry of State for Defence (MoD), whereby the Kenyan Commandant of the centre reports to the Chief of the General Staff of MoD. Since its establishment (as of October 2008), the centre has trained 7,209 local and foreign military, police and civilian personnel in 18 specific training areas. IPSTC is also a member of the International Association of Peace Support Training Centres (IAPTC) and the African Peace Support Trainers' Association (APSTA).

IPSTC and EASBRICOM, being located in a nearby complex, work closely in PSO training and developing regional capabilities. Currently the IPSTC is leading the regional PSO training design and delivery due to EASBRICOM's limited capacity for oversight. IPSTC, under the supervision of the Commandant, is composed of three major department; 1) Development and Research, 2) Education and Training, and 3) Operations and Plans.

Therefore the region is being obliged to respond in two ways to the requirement for training large numbers of military, police and civilian personnel: firstly, through UNAMID, AMISOM or current peace missions in the region; and, secondly through ASF establishment for potential crisis in the region within the specific timeline of 2010-2015. Both ways need to fill in the shortfall in trained personnel ready to be deployed. This will require intensive technical and financial support in order to reach the required goal in a limited timeframe.

In relation to police in particular, there is a shortfall of UN/AU training for mission contributing countries within the Eastern African region. Currently there is a shortfall of between 1,000-3,000 UN/AU police to support PSOs in Darfur and there is an anticipated increase in required wider UN/AU police activity to support other PSOs across the continent. In response to the growing needs for police in Darfur, the IPSTC has revised its strategy by minimising its training on demining and instead increasing the training for police, for which the centre requires additional financial assistance.

1.3.2 'Regional' training design and management capability

While there is an enormous and immediate requirement for designing, standardising and coordinating regional training to reflect the real needs on the ground, EASBRICOM and the IPSTC Development and Research Department currently lack both the personnel and finances to design their own integrated PSO training modules. The department currently consists of two international researchers (military and civilian) from Canada and UK as well as two Kenyan military officers seconded by MoD. Although Kenyan MoD is ready to second additional three military officers to the unit, there is a great demand to have regional staffs with curriculum development capability in order to make use of the inputs from research, lessons learned as well as regional knowledge. As a result, most of the current training offered at the IPSTC is done on a stand-alone basis by the external organisations or facilitators rather than through the centre itself. In addition, in many training institutions in Africa, including the IPSTC, there has not been any comprehensive training evaluation, review or quality control conducted to check if the courses offered are truly reflecting the on-the-ground needs for PSOs.

Development and Research department is also expected to evaluate the planned CPX in November 2008 and re-design FTX in 2009 based on the lessons learned. The capacity building of the department is therefore highly demanded with some specific timeline.

1.3.3 Needs for integrated PSO training including recovery processes

Most training institutions cover conflict management while excluding the critical areas of conflict prevention and post conflict reconstruction which are vital for completing the crucial cycle of intervention. The lack of training in these two areas, especially at operational and strategic levels, denies the regional leadership the ability to pre-empt conflict situations through timely mediation and the tools to fully address the recovery process.

Education and Training Department of the IPSTC consist only by military officers from USA, Canada and Kenya. Existing training in the IPSTC therefore focuses heavily on military aspects of conflict while civilian aspects, broader PSOs, and gender and human rights issues receive little attention due to a lack of human and financial resources. This could negatively impact upon the success of peace support missions, by limiting the opportunity for military personnel to understand and coordinate long-term peacebuilding initiatives with their civilian component and local communities, and vice-versa.

This may also have further implications, as has been observed in several reports, through the

incidence of PSO mission personnel and aid workers being involved in misconduct or sexual exploitation and abuse (SEA) against local people. Thus, the concept and requirement for integrated PSO missions and training including a civilian dimension should be highlighted. Furthermore, the number of actors to be involved in the training should also increase.

2. Strategy and Objectives

2.1 Overall Strategic Objectives

The project of Peace Support Operation Training and Institutional Capacity Enhancement at the International Peace Support Training Centre will focus on the following objective:

“To strengthen institutional and human capacity in Peace Support Operations in East Africa in order to effectively prevent, respond to and mitigate conflicts and maintain peace and security in the region.”

Under this overall objective, the project aims at supporting IPSTC and EASBRICOM to become a pivotal mechanism for peace and security through a regional conflict prevention, management and resolution capacity able to respond to crises within Eastern Africa and across the African continent. The project is designed for two years and necessary support will be provided to upgrade its technical, management, networking and research capabilities. In addition, the project will also demonstrate gender mainstreaming in peacekeeping and PSOs in line with UN Security Council Resolution 1325.

For all the programmes and projects in Kenya, UNDP is closely collaborating with the Government of Kenya. Achievement of the project objective will also contribute to broader UNDP outcomes as identified in the Country Programme Action Plan (CPAP), aiming to develop national capacities for disaster (natural and man-made) response. Furthermore, this will contribute to the achievement of United Nations Development Assistance Framework (UNDAF) Outcome 7: “Enhanced institutional and technical capacity for disaster management (preparedness and response), policy formulation and implementation UNDP programme”, and Component III b: “Security from Natural and Man-made Disasters”.

The project also has a linkage with the New Partnership for African Development (NEPAD). The NEPAD initiative highlights peace, security and good governance as conditions for sustainable development. The key activities leading towards these goals include building the capacity of African institutions for early warning of conflicts; enhancing their capacity to prevent, manage and resolve conflicts; and, institutionalising commitment to the core values of African leadership. In this context, the project will play a key role in strengthening regional ownership and capacity for maintaining peace and security.

2.2 Project Outputs and Activities

To achieve the project objective outlined above, the project will produce six main outputs as listed below. All activities under these outputs will be carefully tailored to meet the particular demands and skills for military, police and civilian personnel to be engaged in PSO missions. The detailed activities are reflected in the Project Results and Resources Framework (PRRF).

Output 1: Enhanced institutional capacity for research, conflict analysis, training design and management that address regional PSO needs enhanced.

IPSTC just launched a 3 year development plan with an end goal of 'becoming an independent organisation that is responsive for the training and education requirements of the Eastern African Peace and Security Architecture'. This output will enable the structural and curriculum reform of IPSTC to reach the above strategic plan by requiring a greater commitment in reviewing and enhancing its fundamental capabilities and existing training courses.

The project outcome will provide a basis for the development of realistic and up-to-date training and education programmes for PSO that reflect regional requirements. The project will conduct the study of four regional training centres in Uganda, Kenya, Rwanda and Ethiopia to review their training capabilities. This will enable EASBRICOM to understand where the capacity and gaps for training exists in the region and then enter into agreement with each institution how regional training should be coordinated.

The project further enhances the Development and Research department of IPSTC by engaging 'regional' curriculum development officers who have both practical research and field expertise thus developing the capacity for more regionalised specific training courses. The project also identifies and engages one civilian Training Facilitator from the region in order to develop the training delivery capability of the centre itself. As the IPSTC understands the critical need for maintaining the above staffs beyond the two year project period, the associated cost for above staffs shall be covered by the IPSTC after the project in order to sustain the institutional and regional capability.

Under the project, four junior academic/research/field professionals from the regions will be recruited as assistants to develop their skills as well as support the research unit of IPSTC. The project also conducts lessons learnt visits to current peace missions as well as regional workshops/symposia on regional security and PSOs.

In addition, based on the request of IPSTC and EASBRICOM, subject matter experts in PSOs will be dispatched from Japan for training of trainers for IPSTC facilitators, staffs and potential regional facilitators in order to bridge existing gaps in training capability. The outputs from these will help the training materials be more realistic and needs-based; thus bridging the existing gap between research and practice in informing these areas of study for the PSO curriculum designers.

The existing courses offered by the various training institutions further need to be evaluated in a meaningful way in relation to content, competence of the facilitators/trainers, and effectiveness of the training, after course participants have gone to the field. The project will create a database of course students, network of training facilitators, as well as operational lessons learnt, in order to have constantly updated information on training and management activities.

Output 2: Improved regional integrated PSO capability of military, police and civilian personnel to address evolving peace and security situations.

The current situation in Africa demands that there be training that covers the entire spectrum of conflict and conflict sectors. The programme output will deliver 20 comprehensive PSO training courses on 8 subjects covering the major skill-sets from the stages of conflict prevention to recovery including Negotiation, Mediation, Regional and Human Security,

Disarmament, Demobilisation and Reintegration (DDR), Security Sector Reform (SSR) as well as cross-cutting issues such as Gender and Civil-Military Coordination (CIMCOORD)/Cooperation (CIMIC). In order to reflect the institutional reform of the IPSTC to focus more on conflict prevention and recovery, some of the originally planned courses such as military observer training have been replaced with more civilian focused courses.

The project further conducts civilian pre-deployment training as well as integrated PSO training in order to focus on civilian training requirements that have not yet been addressed in current training institutions. This output will enhance the regions' capacity to deal with the entire spectrum of conflict and peacebuilding in complex situations where PSO personnel, whether military or civilians, need to deal with various stakeholders on the ground.

Besides improving the quality of the training, this output will also respond to growing needs by offering a greater quantity of courses. Depending on the outcome of Output 2, the detailed contents of the training module can be upgraded or improved as IPSTC develops its own training design capacity reflecting the on-the-ground reality and regional context.

Output 3: Completed training for the UN/AU police serving member states who send personnel to peace missions in East Africa or wider Africa.

The project will increase the delivery capacity of UN/AU police training that will serve PSO mission contributing countries in Eastern Africa or if required the wider continent of Africa. Across Africa, there is a massive shortfall in trained police or police training itself in a PSO context. Presence of appropriately trained police, in terms of both quality and quantity is highly essential in PSO missions, in order to ensure community security in societies just emerging out of conflict.

The project will deliver 10 UN/AU police training courses which effectively train 1,000 police personnel. The project will further address the shortage of female police in PSO missions by securing a minimum of 140 slots for female police, thus providing maximum impact and efficiency for on-the-ground needs.

Output 4: Tested capability of the Eastern Africa Stand-by police in rapid deployment and coordination and lessons learnt in planned Field Training Exercise (FTX) in 2009.

When conducting training that will require immediate practice, it becomes highly crucial that these capabilities are tested in a real life scenario.

In accordance with the Africa Union Protocol Article 13, ASF shall be composed of multidimensional and integrated forces made of civilian, police and military components held on standby in their countries of origin. The ASF, especially military and police components for peacekeeping and conflict management, requires rapid readiness and deployment with limited notice. A Field Training Exercise (FTX), which is planned for 2009, will be a test case for EASBRICOM to make sure it can organise and put into the field a full peace support operation for the 2010 continental exercise. FTX will take place either in Djibouti or Burundi, using a realistic PSO scenario, in order to make sure the regional mechanism for rapid deployment functions within a limited timeline.

The project will support the police component of FTX which lacks donor support, in order to ensure the integrity of the field exercise for regional police capability in PSO. A police component should be able to rapidly deploy and act according to the four guiding principles of impartiality, integrity, loyalty and independence when carrying out its tasks. Development of a

conflict analysis capability able to analyse, predict and disseminate accurate information on conflict situations will also be important. In order to reach this level, the project will support police participation of the FTX that will verify the capability and capacity of EASBRIG's police component to plan, train, deploy, re-deploy and complete After Action Reviews (AAR).

Output 5: Developed and designed concept and structure for a functional civilian roster system within the region.

Once the people are trained, it becomes important to ensure we know who they are and how we can contact them in the event of peace support missions. While military and police tend to stay within the same organisation for a long time, civilian experts normally belong to various organisations such as the UN, government, NGOs or academic institutions, and at times change their host organisations. Similarly, when civilians are deployed in PSO, recruitment is normally conducted on an individual basis, and not by agreement between governments. It is therefore important to have an effective interactive database and to be able to follow-up, track or update the status of civilian experts available within the region for particular areas of PSO expertise. The rosters will serve as a centralised source of pre-vetted civilian staff, which will provide civilian experts with core competencies in the field of peace missions.

In accordance with relevant provisions of the ASF Policy Framework, and to achieve rapid deployment, the project will ensure the concept and structure of an interactive database is researched and determined. This will be done in close coordination with initiatives in other regions. The project will conduct feasibility studies on requirement and issues surrounding establishment of a civilian roster in the region, reflecting the limitation of existing human resource databases in the region as well as reality on-the-ground in collaboration with subject-matter-experts in the sector.

Although there are several databases exist in Africa for civilian roster, the profiles of registered personnel cannot be updated until they re-send their CVs to the roster secretariat and the secretariat itself re-type all the information. This is time-consuming and does not allow registered personnel the opportunity to have up-to-date information on needs and expected services. The necessary system, therefore, should allow the experts themselves to log-in and update their profile, check the available postings as well as key information on upcoming training information and field peace missions etc. The roster with this capability should be designed by the roster design expert who has an experience and technical expertise in interactive roster design. Once the system is designed, the system developer is to develop the system according to the designed plan where the roster design expert will liaise with and monitor the process. One regional roster manager should be recruited who will be responsible for matching the vacancies and candidates as well as analysing required skill-set on the ground peace missions. Roster designer will also train existing two IT officers at EASBRICOM for updating for them to be able to carry out system maintenance and updating website on their own.

While a database at IPSTC will focus specifically on training and quality control of the courses, the civilian roster aims to strength actual deployment aspects of trained or professional experts.

2.3 Target Beneficiaries

The direct beneficiaries of the programme include approximately 680 military, police and civilian participants of the integrated PSO training plus 1,000 police officers including 80 females joining UN/AU police training. The staff of IPSTC and EASBRICOM, and institutions themselves, will

benefit through individual as well as institutional capacity building. Particular attention will be made to ensure gender balance in selecting training course participants and staff that will benefit from the project. Descriptions of target beneficiaries of training courses are detailed in the PRRF.

The indirect beneficiaries are the peoples of the sub-region and the continent, especially those who are the citizens of countries under armed conflict or instability where trained PSO personnel are deployed. The citizens of Eastern Africa and the entire Africa continent will benefit through improved regional security and stability that is a pre-requisite for sustainable development.

3. Management Arrangements

3.1 Implementation Strategies

The project will be a UNDP project and the resources from the Government of Japan will be managed by the UNDP Kenya office to support the training and capacity enhancement project at IPSTC. The project will be run under the UNDP National Execution (NEX) modality and the IPSTC will be the main implementing partner. The overall management and responsibility of the project will be under the UNDP Project Management Unit. UNDP and IPSTC will work also with close coordination and consultation with the EASBRICOM as well as other key partners.

The UNDP Project Management Unit will be created under the project. The unit will be set up at the IPSTC, and comprise the following staff: a Project Manager and National Admin & Finance Assistant to be based in IPSTC, and a National Project Officer based at the UNDP Kenya Country Office to provide assistance in assurance activities.

The Project Manager is responsible for the day to day implementation of the project including: quality control; timeline management of project activities and outputs; supervision of the work of consultants; requesting advancement of project funds; preparing quarterly and annual progress report; and, coordinating and liaising with donor and partners. The Project manager as well as Admin & Finance Officer will also provide technical advice and guidance, where appropriate and possible, to the IPSTC staffs in daily implementation of the project activities as a part of capacity building of the IPSTC administrative and finance section.

3.2 Partnerships and Coordination

The project will ensure the coordination and collaboration with key partners with IPSTC being a main implementing partner. EASBRICOM as a regional oversight body for peace and security will work in close coordination for the project.

3.2.1 Project Partners

The African Centre for the Constructive Resolution of Disputes (ACCORD) is a civil society organisation which has been conducting a series of studies on civilian dimension of ASF and also hosts a continental civilian roster. Together with ACCORD, the African Civilian Standby Roster for Humanitarian and Peace-building Missions (AFDEM), which has developed a civilian roster of 440 registered personnel for the Southern region, will be the partners for assisting the project in conducting a scoping study on building a civilian roster profile in East Africa. The Japan Center for Conflict Prevention (JCCP) is a Nairobi based NGO that has been conducting training design, training of trainers as well as deployment of military and civilian experts to PSO training centres in Africa including the IPSTC. JCCP will be responsible for deploying technical experts

from Japan and other regions to train trainers while also coordinating with their ongoing peacebuilding training of local NGOs in Eastern Africa at the IPSTC that is implemented in partnership with UNESCO-PEER (Programme of Education for Emergencies and Reconstruction).

3.2.2 Coordination

The UK through the BPST continues its commitment to IPSTC through the secondment of military experts in IPSTC courses as well as institutional capacity building. GTZ (Gesellschaft für Technische Zusammenarbeit), the German international cooperation agency, will provide financial and technical support to EASBRICOM for its institutional capacity building for the next three years. As GTZ is also committed to finance eight to ten PSO courses during this period focusing on the civilian component, the project will coordinate the course contents in order to avoid duplication or gaps in training assistance.

The project will exchange necessary information on training with other relevant initiatives undertaken by other regional PSO training centres in Rwanda, Ghana, Ethiopia, Uganda, Egypt, and Mali. In particular, the project will maintain close linkage with the Rwanda Peace Academy (RPA) in Nyakinama, Rwanda, due to RPA's regional importance as a member of EASBRIG. RPA is also in the process of developing its capacity to become a centre of excellence and EASBRICOM is in the position to decide on the division of responsibility in PSO training between IPSTC.

The project will also ensure there is coordination on peacekeeping lessons learnt and training standard with the UN Department of Peacekeeping Operations (DPKO) as well as the AU's Peace and Security Operations Department.

3.3 Project Oversight and Assurance

The UNDP Kenya Country Office through the Peace Building and Conflict Prevention Unit will provide Project Assurance based on the project execution modality agreed upon, specifically on the following:

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

A Project Steering Committee will be established to follow up with the Project Management Unit on project implementation. The committee will meet at least twice a year and it will comprise representatives from the MOD, IPSTC, Embassy of Japan, UNDP and other partners as required and appropriate.

4. Reporting, Monitoring and Evaluation

The programme will be subject to standard UNDP procedures and policies for monitoring and evaluation. The monitoring and evaluation process will use the quantitative and qualitative performance indicators detailed against each of the project objectives. The Programme Manager and the National Project Officer are responsible for project monitoring and for devising corrective action if required. Quarterly monitoring progress reports shall be submitted by the Project Manager to the UNDP country office, and annual and mid-term evaluation exercises will be

undertaken by the project team and partners of the project. The reports of the monitoring and evaluation will be shared with partners and fed into the implementation of the next term or the year.

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

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

The data above will be entered into the relevant ATLAS M&E modules. To complement this, an annual project review will be conducted by the Project Management Unit for the Project Steering Committee during the fourth quarter of the year as a basis for assessing the performance of the project. This review will involve all key project stakeholders and will focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. The review will be structured by a set of common standards, and will be subject to spot external quality assurance assessments. This review should update output targets and results achieved in Atlas.

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

5. Risk Management

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

- Sudden breakout of conflict in Kenya or neighbouring countries at a mass scale that will undermine the secure training environment under the project;
- The inability of member states to send personnel to be trained; and,
- Difficulty on the side of the IPSTC and EASBRICOM in mobilising minimum core resources that cover their basic operational cost.

It is assumed that there is a low likelihood of foreseeable mass scale security threats that could affect the operation of IPSTC and EASBRICOM. Among member state in Eastern Africa there is a general consensus and the political will to train required personnel to respond to the regional needs. There are also confirmed financial commitments by major donors or member states for the IPSTC and EASBRICOM that support basic operational costs of both organisations. Therefore, even if the above risks occur, they will have minimal impact on the implementation of the project.

6. Publication and Publicity

The project will take all appropriate measures to publicise the initiatives by the Japan/UNDP partnership in supporting peacekeeping and peacebuilding in Africa. UNDP's website, information given to the press and project beneficiaries, all related publicity materials, official notices reports and publications, shall acknowledge that the project was carried out with funding from the Government of Japan, and shall display the logos of Japan and UNDP. The project will also maintain the visibility of Japan / UNDP support where contribution by joint Japanese and / or UNDP experts is made.

The project will also organise a launch event upon commencement of training courses or PSO village construction in order to publicise the role of Japan and the UNDP new initiative in supporting the capacity building of integrated aspect of peace support missions in Africa.

7. 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 Kenya and UNDP, signed on 17 January 1991. The host nation/implementing agency shall, for the purposes of the Standard basic Assistance Agreement, refer to the Government operating agency described in that Agreement.

The following types of revisions may be made to this document with the signature of the UNDP Resident Representative only, provided he/she is assured that the other signatories of the project document have no objections to the proposed changes.

- (a) Revision in, or addition of any of the annexes of the project document
- (b) Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the re-arrangement of inputs already agreed to or by cost increase due to inflation.

UNDAF Outcome: Enhanced institutional and technical capacity for disaster (man-made and natural) management (preparedness and response), policy formulation and implementation of UNDP Programmes.

Project-specific indicators: The project will strengthen institutional and human capacity in Peace Support Operations in East Africa in order to effectively prevent, respond to and mitigate conflict and maintain peace and security in the region.

Baseline: Limited 'regional' capacity and capability of IPSTC and EASBRICOM in peace support operations in relation to trainings, infrastructure and human resources.

Targets: Increasing institutional ability to provide integrated and comprehensive PSO training that will strengthen regional capability in PSO in Eastern Africa

Applicable focus areas in strategic plan: Conflict Prevention and Peace building approaches informed/factored into national development frameworks, and integrated programmes designed and implemented at national and regional level

Partnership Strategy: NEX

Project title: Peace Support Operation Training and Institutional Capacity Enhancement at International Peace Support Training Centre

Intended Outputs	Output Targets for (2009 /2010)	Indicative Activities	Responsible parties	Inputs (USD)
1. Enhanced institutional capacity for research, conflict analysis, training design and management that address regional PSO needs.	<p>1.1 Training Development Officers and course development team established and become operational.</p> <p>1.2 The IPSTC original training curriculums addressing specific regional needs and expertise developed</p> <p>1.3 Regional / institutional capacity in training delivery strengthened through training of trainers for facilitation</p> <p>1.4 IPSTC database of students, alumni and experts affiliated to IPSTC for training management established</p> <p>1.5 Regional training capability reviewed & modality confirmed among regional training centres</p> <p>1.6 A regional strategy articulated and regional training standard set and synchronised among training centres</p>	<p>1.1 2 Curriculum Development Officers, 1 Training Instructor and 4 assistants recruited and employed for 2 years</p> <p>1.2.1 3 lessons learned visits (7 days each) conducted to PSO missions</p> <p>1.2.2 3 regional symposiums on training needs conducted inviting 40 participants (3days each)</p> <p>1.2.3 Training modules in the areas of conflict prevention and post conflict reconstruction produced</p> <p>1.3 Deploy at least 5 subject-matter-experts from Japan and regions in specific PSO sector and train potential facilitators at the centre and region</p> <p>1.4 Procure necessary equipments & software and create database by engaging a Database Developer in system analysis & design, train users</p> <p>1.5 Conduct capacity studies on training centres in Kenya, Uganda, Ethiopia and Rwanda.</p> <p>1.6 Conduct a study in coordination with regional symposiums (1.2.2) and study on regional training centres (1.6) and produce EASBRICOM training strategy and standard for Eastern Africa</p>	<p>IPSTC / EASBRICOM / UNDP</p>	<p>\$ 130,800 x 2 years = \$ 261,600</p> <p>\$ 4,000 x 3 = \$ 12,000</p> <p>\$ 42,000 x 3 = \$ 126,000</p> <p>\$ 120,000</p> <p>\$ 20,000</p> <p>\$ 55,000</p> <p>\$ 55,000</p> <p>\$ 649,600</p>
2. Improved regional integrated PSO capability of military, police and civilian personnel to address evolving peace and security situations	<p>2.1 Comprehensive conflict prevention training delivered.</p> <p>2.2 Comprehensive conflict management training delivered.</p>	<p>2.1.1 2-week training for 25 participants conducted x 6 (Negotiation x 1, Regional and Human Security x 2, Mediation x 1, Preventive Diplomacy x 2)</p> <p>2.2.1 3-week Civilian pre-deployment training in field skills course conducted for 40 participants (x 2)</p>	<p>IPSTC / UNDP</p>	<p>\$20,554.67/course x 6 = \$123,328</p> <p>\$40,820/course x 2 = \$ 81,640</p>

<p>2.3 Comprehensive post-conflict reconstruction training delivered.</p> <p>2.4 Training on Cross-cutting issues, integrated PSO delivered.</p>	<p>2.3.1 2-week training for 40 participants conducted x 4 times (Security Sector Reform (SSR) x 2, Disarmament Demobilisation & Reintegration (DDR) x 2)</p> <p>2.4.1 2-week training course for 40 participants conducted x 6 (Civil-Military Coordination x 2, Integrated Peace Support Operations x 2, Gender Issues in PSO Course x 2)</p>	<p>\$40,526/course x 10= \$ 405,260</p> <p>\$ 610,228</p>	
<p>3. Completed training for UN/AU police serving member states who send personnel to peace missions in East Africa or wider Africa;</p>	<p>3.1 Training delivered for 500 UN/AU police (including 70 allocated places for Female police Officers) in 2009</p> <p>3.2 Training delivered for 500 UN/AU police (including 70 allocated places for Female police Officers) in 2010</p>	<p>\$ 418,850</p> <p>\$ 418,850</p> <p>\$ 837,700</p>	<p>IPSTC / UNDP</p>
<p>4. Tested capability of the Eastern Africa Stand-by police in rapid deployment and coordination, and lessons learnt in planned Field Training Exercise (FTX) in 2009; and,</p>	<p>4.1 The regional capability and capacity of EASBRIG's police component to plan, train, deploy and re-deploy demonstrated and proved.</p> <p>4.2 Lessons learnt from the exercise reviewed and utilised in training afterwards.</p>	<p>EASBRICOM / UNDP</p> <p>\$ 300,000</p>	
<p>5. Developed and designed concept and structure for a functional civilian roster system within the region.</p>	<p>5.1 1 scoping studies conducted on capabilities on regional civilian requirement analysis and roster</p> <p>5.2 Equipments and technical staffs are operational for roster creation and maintenance.</p> <p>5.3 Database developed and institutional capacity to keep roster alive maintained.</p>	<p>\$ 50,000</p> <p>\$ 88,000 (Roster manager)</p> <p>\$ 15,000 (equipment)</p> <p>\$ 60,000 (design, training & review)</p> <p>\$ 100,000 (system develop)</p> <p>\$ 313,000</p>	<p>EASBRICOM / UNDP</p>
<p>Operation of the Project Management Unit (PMU)</p>	<p>Establishment of PMU (3 Personnel)</p> <p>IT Equipments & Furniture for PMU</p> <p>Communication (Phone & Internet)</p> <p>Stationeries</p> <p>Ceremonies, Publication and Publicity</p> <p>Monitoring, Evaluation & Reporting</p> <p>Project Development</p> <p>Contingency</p>	<p>\$ 470,346</p> <p>\$ 15,000</p> <p>\$ 10,000</p> <p>\$ 6,000</p> <p>\$ 30,000</p> <p>\$ 5,000</p> <p>\$ 33,926</p> <p>\$ 30,000</p> <p>\$ 600,272</p>	<p>UNDP</p>
	<p>UNDP Administration cost (7%)</p>	<p>\$ 249,200</p>	
	<p>TOTAL</p>	<p>\$ 3,560,000</p>	

9. Annual Work Plan and Budget Sheet

YEAR 1 (2009)

EXPECTED OUTPUTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Budget Description	Amount (USD)	
1. Enhanced institutional capacity for research, conflict analysis, training design and management that address regional PSO needs	1.1 2 Training development officers, 1 Training Facilitator and 4 assistants recruited and employed to produce training modules in the areas of conflict prevention and post conflict reconstruction produced	X	X	X	X	IPSTC / UNDP		2 Curriculum development officers (\$ 30,000 x 2), 1 Training Facilitator (\$30,000), 4 assistants' subsistence allowance (\$10,200 x 4)	130,800	
	1.2.1 2 lessons learnt visits (7 days each) conducted to PSO missions	X	X			IPSTC / UNDP		Accommodation, DSA, Flight, Miscellaneous	8,000	
	1.2.2 2 regional symposiums on emerging training needs conducted inviting 40 participants for 3 days each			X	X	EASBRICOM/ IPSTC/UNDP	UNDP	Accommodation, catering, Transport, Stationery, Flight, Publication, Admin Miscellaneous	84,000	
	1.3 Deploy at least 3 subject-matter-experts from Japan and regions in specific PSO sector and conduct Training of trainers	X	X	X	X	IPSTC / UNDP / JCCP		Subcontract: Flight, Transport, Briefing, Training, Accommodation, DSA, Admin Miscellaneous etc	80,000	
	1.4 Training database developed and users trained for maintenance.	X	X			IPSTC / UNDP		System analysis & design, system development, hardware & software, user training	20,000	
	1.5 Conduct capacity studies of training centres in Kenya, Uganda, Ethiopia & Rwanda.	X	X			EASBRICOM / UNDP		Consultancy	55,000	
	2. Improved regional integrated PSO capability of military, police and civilian personnel to address evolving peace and security situations	2.1 2-week training for 25 participants conducted x 6 (Negotiation x 1, Regional and Human Security x 2, Mediation x 1, Preventive Diplomacy x 2)			X	X	IPSTC / UNDP		Accommodation, Catering, Transport, Stationery, Flights, Facilitators' Expenses, Miscellaneous (\$20,554,677 course x 6)	123,328
		2.2 3-week Civilian pre-deployment training in field skills conducted for 40 participants x 2	X	X			IPSTC / UNDP	UNDP	Accommodation, Catering, Transport, Stationery, Flights, Facilitators' Expenses, Miscellaneous (\$40,820/course x 2=\$ 81,640)	81,640
		2.3 2-week training course for 40 participants conducted x 4 (Civil-Military Coordination x 2, Gender Issues in PSO x 2)	X	X			IPSTC / UNDP		Accommodation, Catering, Transport, Stationery, Flights, Facilitators' Expenses, Miscellaneous (\$40,526/course x 4)	162,104
	3. Completed training for UN/AU police serving member states who send personnel to peace missions in East Africa or wider Africa;	3.1 5 UN/AU police training course delivered and train 500 UN/AU police, including at least 70 Female police Officers	X	X	X	X	IPSTC / UNDP	UNDP	Accommodation, Flights, Fuel, Communication, Stationery, Admin Miscellaneous (\$ 83,770 x 5)	418,850

4. Tested capability of the Eastern Africa Stand-by police in rapid deployment and coordination, and lessons learnt in planned Field Training Exercise (FTX) in 2009; and,	4.1 Conduct 4 workshops (3 Pre-FTX, MAPEX and AAR).	X	X	X	X	X	EASBRICOM / UNDP	UNDP	Accommodation, catering, Transport, Stationery, Flight, Publication, Admin Miscellaneous (\$ 40,000 x 4)	160,000
	4.2 Deployment and redeployment of police to FTX					X			Accommodation, Equipments, Flight, Mission cost, Miscellaneous (\$ 70,000 x 2)	140,000
5. Developed and designed concept and structure for a functional civilian roster system within the region.	5.1 Conduct a study to identify gaps and existing resources on regional civilian capabilities and experts	X	X	X	X		EASBRICOM / UNDP / ACCORD / AFDEM		Consultancy	50,000
	5.2 1 Roster manager employed	X	X	X	X		EASBRICOM / UNDP	UNDP	1 Roster manager (\$ 44,000 x 1 year)	44,000
	5.3 Procure hardware & software, identify Roster expert to design system & develop database and website, train IT officers at EASBRICOM, Review and quality control	X	X	X	X	X	EASBRICOM / UNDP		Equipments, Roster design expert / organisation, system design, system development (sub-contract to company), training of staffs	125,000
UNDP Project Management Unit (PMU)	* Recruitment of 3 PMU staffs	X	X	X	X				1 Project Manager (\$ 160,599), 1 National Officer (\$ 39,621), 1 General Staff (\$ 34,953)	235,173
	* Procure equipments & furniture	X							* Procure equipments & furniture	15,000
	* Communication (Phone & Internet)	X	X	X	X				* Communication (Phone & Internet)	5,000
	* Stationeries	X	X	X	X				* Stationeries	4,000
	* Ceremonies, Publication and Publicity	X	X	X	X				* Ceremonies, Publication and Publicity	30,000
	* Monitoring, Evaluation & Reporting	X	X	X	X				* Monitoring, Evaluation & Reporting	3,000
	* Project Development	X							* Project Development	33,926
	* Contingency	X	X	X	X				* Contingency	46,303
									UNDP administration cost (7%)	232,897
	YEAR 1 (2009) TOTAL									2,308,621

EXPECTED OUTPUTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount (USD)
		1. Enhanced institutional capacity for research, conflict analysis, training design and management that address regional PSO needs	1.1 2 Training development officers, 1 Training Facilitator and 4 assistants recruited and employed to produce training modules in the areas of conflict prevention and post conflict reconstruction produced 1.2 1 lessons learnt visit (7 days) conducted to PSO missions 1.3 1 regional symposiums for researching training needs conducted inviting 40 participants 1.4 Deploy at least 2 subject-matter-experts from Japan and regions in specific PSO sector and conduct Training of trainers 1.5 Conduct a study and produce EASBRICOM training strategy and standard for Eastern Africa	X	X			X	X
2. Improved regional integrated PSO capability of military, police and civilian personnel to address evolving peace and security situations	2.1 2-week training course for 40 participants conducted x 6 (Civil-Military Coordination x 2, Gender Issues in PSO x 2)	X	X			IPSTC / UNDP	Gov of Japan	Accommodation, Catering, Transport, Stationery, Flights, Facilitators' Expenses, Miscellaneous (\$40,526/course x 6)	243,156
3. Completed training for UN/AU police serving member states who send personnel to peace missions in East Africa or wider Africa;	3.1 5 UN/AU police training course delivered and train 500 UN/AU police, including at least 70 Female police Officers	X	X	X		IPSTC / UNDP	UNDP	Accommodation, Flights, Fuel, Communication, Stationery, Admin Miscellaneous (\$ 83,770 x 5)	418,850
5. Developed and designed concept and structure for a functional civilian roster system within the region.	4.1 1 Roster manager employed to work at EASBRICOM	X	X	X	X	EASBRICOM / UNDP	UNDP	1 roster manager (\$ 44,000 x 1 year) Roster design expert, system design, system development, training of staffs	44,000 50,000
	4.2 Design & develop database, website, train IT officers	X	X	X	X	EASBRICOM / UNDP	UNDP	1 Project Manager (\$ 160,599), 1 National Officer (\$ 39,621), 1 General Staff (\$ 20,230) • Communication (Phone & Internet) • Stationeries • Monitoring, Evaluation & Reporting	235,173 5,000 2,000 2,000
UNDP Project Management Unit (PMU)	• 3 PMU staffs	X	X	X	X	UNDP	UNDP		
YEAR 2 (2010) TOTAL									1,251,379

IPSTC PROGRAMME - 2009

MODIFIED 28 10 08

Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
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