

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

**Project Number:**

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

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

**Start Date:** 23 March 2018      **End Date:** 22 March 2019      **PAC Meeting Date:**

#### Brief Description

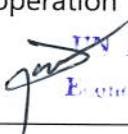
The need for African nations to enhance their efforts in peacekeeping is considered to be indispensable for maintaining peace and security and also for the realization of sustainable development and prosperity in the region. African peacekeeping efforts also needed to adapt to new and evolving threats. While emerging trends suggest that incidents of large-scale armed conflicts will gradually decline in Africa, situations of low-intensity conflict are likely to remain challenge. While these situations do not necessarily pose significant threats to international peace and security, they do constitute a threat to stability and sustainable development in the affected countries.

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

The "Capacity Building Project for the Federal Democratic Republic of Ethiopia, Peace Support Training Centre (FDRE-PSTC)" aims to enhance the technical skills and knowledge of local and international peacekeeping practitioners. AS such, it contributes towards sustaining all aspects of peace support operations in Africa by addressing critical training gaps in peace keeping/peace support operations of the African Union and the United Nations. Through the provision of capacity strengthening support, it is expected that the Centre will contribute to enhance the capacity of Ethiopia and more broadly the Africa region to develop the necessary skills & abilities required in all PKOs; and improve the quality/quantity of Ethiopia's peacekeepers' participation/contribution to the UN, AU and to the African Standby Forces (ASF).

**Contributing Outcome (UNDAF/CPD, RPD or GPD):** *By 2020, key Government institutions and other stakeholders utilize enhanced capacities to ensure equitable, efficient, accountable, participatory and gender-responsive development*  
*The outcome level result is too high. Can we link I to the relevant Output?*

<b>Total resources required:</b>	USD 500,000	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
	<b>Donor: Government of Japan</b>	<b>USD 500,000</b>
	<b>Government:</b>	
	<b>In-Kind:</b>	
<b>Unfunded:</b>		

<b>Government</b>	<b>UNDP</b>	<b>Implementing Partner</b>
Ministry of Finance and Economic Cooperation <b>Yonas Getahun</b> UN Agency, CRGE Economic Cooperation Director 	UNDP Ethiopia Country Office 	FDRE-PSTC  <b>Habtamu Tilahun</b> Brig. General 6DRA Peace Support Training Center Commandant
Date: 27/07/2018	Date: 25/4/2018	Date: 25/4/2018



<b>Table of Contents:</b>	<b>Page</b>
1. Acronyms and Abbreviations.....	4
2. Development Challenges.....	5-7
3. Strategy.....	7-8
4. Results and Partnership .....	8-11
5. Programme Management .....	11-12
6. Result Framework.....	13-14
7. Monitoring and Evaluation .....	15
8. Annual Work Plan.....	6-20
9. Governance and Management Arrangement.....	20
10. Legal Context.....	21
11. Annex; Offline Risk log.....	22



## Acronyms and Abbreviations□

ACOTA	:	AFRICAN CONTINGENCY OPERATIONS TRAINING AND ASSISTANCE
APSA	:	AFRICAN PEACE AND SECURITY ARCHITECTURE
APSTA	:	AFRICAN PEACE SUPPORT TRAINERS ASSOCIATION
ASF	:	AFRICAN STANDBY FORCE
AU	:	AFRICAN UNION
AUC	:	AFRICAN UNION COMMISSION
AU PSDO	:	AFRICAN UNION PEACE SUPPORT OPERATIONS DIVISION
AWP	:	ANNUAL WORK PLAN
CCCPA	:	CAIRO REGIONAL CENTRE FOR TRAINING ON CONFLICT RESOLUTION AND PEACEKEEPING IN AFRICA
EASBRICOM	:	EAST AFRICAN STANDBY BRIGADE COORDINATION MECHANISM
EASF	:	EAST AFRICAN STANDBY FORCES
ECOWAS	:	ECONOMIC COMMUNITY OF WEST AFRICAN STATES
FDRE-PSTC	:	FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA, PEACE SUPPORT TRAINING CENTER
EFY	:	ETHIOPIAN FISCAL YEAR
EMP	:	ECOLE DE MAINTIEN DE LA PAIX DE BAMAKO
GMS	:	GENERAL MANAGEMENT SUPPORT
GOE	:	GOVERNMENT OF ETHIOPIA
GOJ	:	GOVERNMENT OF JAPAN
HIV/AIDS	:	HUMAN IMMUNODEFICIENCY VIRUS INFECTION / ACQUIRED IMMUNODEFICIENCY SYNDROME
HQ	:	HEAD QUARTERS
IAPTC	:	INTERNATIONAL ASSOCIATION OF PEACEKEEPING TRAINING CENTRES
IGAD	:	INTERGOVERNMENTAL AUTHORITY ON DEVELOPMENT
IPSTC	:	INTERNATIONAL PEACE SUPPORT TRAINING CENTRE
ISS	:	INSTITUTE FOR SECURITY STUDIES
IT	:	INFORMATION TECHNOLOGY
JSB	:	JAPAN SUPPLEMENTARY BUDGET
KAIPTC	:	KOFI ANNAN INTERNATIONAL PEACEKEEPING TRAINING CENTER
LPAC	:	LOCAL PROJECT APPRIASAL COMMITTEE
LOA	:	LETTER OF ASSIST
MILOBS	:	MILITARY OBSERVERS
MINURSO	:	UNITED NATIONS MISSION FOR THE REFERENDUM IN WESTERN SAHARA
MINURCAT	:	UNITED NATIONS MISSION IN CENTRAL AFRICAN REPUBLIC AND CHAD
MOD	:	MINISTRY OF DEFENCE
MOF	:	MINISTRY OF FOREIGN AFFAIRS
MOFA	:	MINISTRY OF FEDERAL AFFAIRS
MOFEC	:	MINISTRY OF FINANCE AND ECONOMIC COOPERATION
MONUSCO	:	UNITED NATIONS ORGANIZATION MISSION IN DEMOCRATIC REPUBLIC OF THE CONGO
MOU	:	MEMORANDUM OF UNDERSTANDING
NIM	:	NATIONAL IMPLEMENTATION MODALITY
PKMD	:	PEACEKEEPING MAIN DEPARTMENT
PKO	:	PEACE KEEPING OPERATIONS
PSO	:	PEACE SUPPORT OPERATIONS
PSTC	:	PEACE SUPPORT TRAINING CENTRE



SADC : SOUTH AFRICAN DEVELOPMENT COOPERATION  
 SALW : SMALL ARMS AND LIGHT WEAPONS  
 SDG : SUSTAINABLE DEVELOPMENT GOALS  
 UN : UNITED NATIONS  
 UNAMID : AFRICAN UNION/UN HYBRID OPERATION IN DARFUR  
 UNDAF : UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK  
 UNDP : UNITED NATIONS DEVELOPMENT PROGRAMME  
 UNDPA : UNITED NATIONS DEPARTMENT OF POLITICAL AFFAIRS  
 UNDPKO : UNITED NATIONS DEPARTMENT OF PEACEKEEPING OPERATIONS  
 UNHCR : UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES  
 UNISFA : UNITED NATIONS INTERIM SECURITY FORCE FOR ABYEI  
 UNMIL : UNITED NATIONS MISSION IN LIBERIA  
 UNMISS : UNITED NATIONS MISSION IN THE REPUBLIC OF SOUTH SUDAN  
 UNMO : UNITED NATIONS MILITARY OBSERVER  
 UNOCI : UNITED NATIONS OPERATION IN CÔTE D'IVOIRE  
 UNPBSO : UNITED NATIONS PEACEBUILDING SUPPORT OFFICE  
 UNSC : UNITED NATIONS SECURITY COUNCIL  
 USD : US DOLLAR



## I. DEVELOPMENT CHALLENGES

### **Emergency, uncertainty and unpredictability of new threats:**

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

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

**The situation in South Sudan in 2017 and now:** after three years of civil war, the world's youngest country is still challenged by multiple conflicts and instability that have serious spill-over effects on the economy and social fabrics. Grievances with the central government and cycles of ethnic violence fuel fighting that has internally displaced 1.8 million people and forced around 1.2 million people to flee the country. There has been mounting international concern over reports of mass killings and the lack of progress towards implementing the 2015 and subsequent peace agreements. The internationally backed peace agreement was disrupted in July 2016 when fighting flared in Juba between government forces and rebel groups. Currently international diplomatic efforts are focused on the deployment of a large number of strong regional protection force which would help to consolidate peace and security in the country. The existing UN peacekeeping mission in South Sudan needs urgent reform-which is especially clear following its failure to protect civilians during last July's spasm of violence in Juba.

The lack of peace and security in the region and horn of Africa will have both national and regional implications. The absence of peace in the neighbouring countries and the content in general will also be a potential threat not only to Ethiopia's plan to become a mid-income country by 2025, it is also a setback for Agenda 2063. Maintaining peace and security is indispensable for Ethiopia, since peace is never an option but a mandatory prerequisite for the survival of the country. Peace and security will also have a positive effect and contribution to development in a sense that poverty cannot be addressed in the absence of peace. The absence of peace however, has far reaching repercussions not only for the current development in the country but for future wellbeing of the country as well.



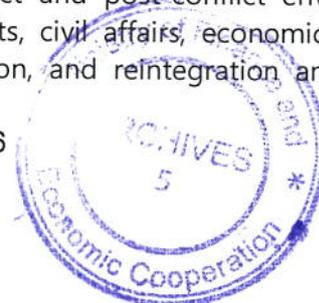
There is currently a need for African nations to continue to increase their role in peacekeeping as it is critical for maintaining peace and security and also for the realization of sustainable development and prosperity in the region. African peacekeeping efforts also need to adapt to new and evolving threats. While emerging trends suggest that incidents of large-scale armed conflicts will gradually decline in Africa, situations of low-intensity conflict are likely to remain challenges. Although these situations do not necessarily pose significant threats to international peace and security, they do constitute a threat to stability and sustainable development in the affected countries.

In line with the commitment of the Ethiopian Government to foster long-term and sustainable solutions, the Centre proposes to enhance its institutional capacity and also looking to host several trainings on conflict prevention, management and post conflict recovery, Training of Trainers courses and workshops for other countries that focus on the regional peace and emerging threats. The Centre is also seeking for a substantive support to strengthen its operational capacity and to increase its role in regional peacekeeping and peace building activities vis-a-vis Ethiopia's role in the Horn of Africa and beyond within its strategic location.

Participating in PKO requires very specific knowledge and skills at all levels to ensure the success of Ethiopia's desire to discharge its responsibilities. To this effect, specific and targeted courses, including on conflict prevention, conflict management and post conflict recovery have to be organized PKOs and thereby to effectively contribute to regional and country level conflict management initiatives. To sustain all aspects of PKO training in Africa and to address critical training gaps within peace operations of the AU and the UN in particular, there is a substantial need for the Centre to effectively operate as a *centre of excellence* in the field training for promoting peace and security in the continent.

The government of Japan under Japan-UNDP partnership has been supporting the Peace Keeping Training Center since 2013 with a technical and financial support (USD 1.44 million) to strengthen the human and institutional capacity of the Centre. The project, with the support of Government of Japan and UNDP has, inter-alia attained remarkable achievements during the previous phases: the center has constructed a multi-purpose Theatre Building and developed, a curriculum package that enabled the center to provide international level standard training on Conflict Prevention, Conflict Management, and Post-Conflict Recovery courses. Teaching manuals on various components have also been developed to standardize the center's training curriculum. Since the commencement of the project, the FDRE-PSTC has conducted seven international level courses in which a total of 187 participants (134 from Ethiopia and 53 from other countries) have graduated.

Though the Centre is well on track to achieve its goal through the provision of multidisciplinary training at the conceptual and practical level to local and international peace practitioners with noticeable results, there is a need not only to consolidate these results in the areas of peacekeeping and peace building, but also to contribute to home-grown long-term interventions for peace and security in Africa. Boosting the capacity of the Centre and the African peacekeeping practitioners is arguably the most sustainable way of improving peace and security on the African continent. It is well recognized that the training of future peace operations personnel must, of necessity, address the different dimensions of the challenges of conflict and post-conflict environments such as child protection, violence against women, human rights, civil affairs, economic recovery, and HIV/AIDS issues, in addition to disarmament, demobilization, and reintegration and security sector reform programs.



As part of the peace keeping and security strengthening efforts in the region, the FDRE-PSTC has a vision to become a centre of excellence in Peace Support Operations (PSOs) trainings in Africa and to work based on the highest international standards, integrating training with research programs that would enable Ethiopia and other states to contribute knowledgeable and skilled personnel to PSOs. In this regard, the Centre is looking for financial and technical support from the Government of Japan to realize its vision and effectively address its function as a centre of excellence.

As indicated on the closing session of the Sixth Summit of the **Tokyo International Conference on African Development (TICAD VI)** held in Kenya from 23<sup>rd</sup>-28th August 2016, African countries should further strengthen their institutional effectiveness, inclusiveness, accountability, transparency and responsiveness at local and national levels and promote stability through institutional and human resource capacity-building, particularly with regard to science and technology. It was also noted that there is a necessity to address the root causes of the emerging security challenges, including transnational organized crime, radicalization, the spread of violent extremism and terrorism by promoting an inclusive and equitable society. The proposed project is expected to contribute to the implementation of the Themes of the TICAD VI priority areas through provision of trainings on peacekeeping which incorporate key thematic areas relevant to the specified priority areas.

On the other hand, the project is expected to contribute towards Goal 16 of the Sustainable Development Goals (SDGs) that is dedicated to the promotion of peaceful and inclusive societies for sustainable development, the provision of access to justice for all, and building effective and accountable institutions at all levels in the continent. African countries can only look forward to a more equal and sustainable world if they have more peaceful and inclusive societies. That means, they will need to reduce extremism, violence, crime, and exclusion which adds fuel on all these. Illegal arms and drug trade will have to be stopped. Public institutions will have to be more effective, transparent and accountable in doing their business. The international community values peace and justice, and calls for stronger judicial systems that will enforce the rule of law and work towards a more just and peaceful society. The training programs being provided under this project will potentially contribute to address the mentioned issues across the region. Specifically, the cross cutting themes such as Gender, Human Rights Law, International Humanitarian Law, Rule of Law and other relevant topics will contribute towards creating just and peaceful societies.

## II. STRATEGY

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



and strong PKO that would help countries to collectively address the question of peace and stability in the continent.

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

This project plays a catalytic role in translating the vision of the government. As a capacity building support, the project will focus on the roll out of the curriculum package through the provision of international training courses particularly on conflict management and post conflict recovery for key peacekeeping actors. The central theme of the courses will be around the training and deployment of civilian, military and Police staff responsible for discharging and overseeing various dimensions of PKOs. The Centre, and by extension the government will coordinate and work collaboratively with African governments, relevant regional and international actors, particularly the AUC/Peace Keeping Operation Division, the UN as well as with other similar training institutions worldwide. Ethiopian military and police facilities, as well as Japanese expertise, when that is required, will be used towards effective implementation of project activities.

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

### **III. RESULTS AND PARTNERSHIPS**

#### **Strategic Objective**

The objective of the continuous support to FDRE-PSTC is to better enhance the centre's capacity to plan, organize and implement state of the art international peacekeeping/peace support operation (PSOs) trainings in Africa, by integrating training with research programmes that would enable Ethiopia and other states to better understand conflict dynamics, to develop/strengthen early-warning mechanisms and to instil the required knowledge and skills within military and police personnel that would effectively contribute to/manage PSOs.

#### **Expected Results/Outputs,**

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

The objective(s) of the project stated above will be realized through attaining the following outputs:

**Output 1:** Strengthened Institutional Capacity of the Peace Support Training Centre (PSTC)



**Output 2:** Enhanced human capacity through the provision of various training on peace keeping operations, conflict analysis and early warning, conflict management and post conflict recovery.

Through strengthening the operational capacity of this Centre, it is expected the centre to contribute enhancing the capacity of Ethiopia and more generally the Africa region to develop the necessary skills & abilities required in all PKOs. Further, it will improve the quantity and quality/ of Ethiopia's peacekeepers' participation/contribution to the UN, AU and to the African Standby Forces (ASF). As a Centre of Excellence, it is further expected that the Centre will continue training of national and foreign peacekeeping actors.

Recognizing that peace is a prerequisite for the achievement of the post-2015 sustainable development goals, the Ethiopian Peace Support Training Centre has been striving to strengthen the skills and expertise of national and regional peacekeeping practitioners in the areas of conflict prevention, conflict management and peacebuilding and crisis management ahead of their deployment. The training and the dissemination of fundamental knowledge and skills are at the core of the PSTC's programme activities, as essential steps in strengthening existing peace capacity, ensuring national ownership and building resilience in post-conflict countries.

On the basis of the above principles, and also the substantial increment of the supplementary funding that the Centre is receiving from the Government of Japan this year, the Centre wants to widen its training intervention (both in terms of type and scope). In view of this, the Centre in addition to the trainings which have been provided for the last two-three years, wants to add and deliver other pre-deployment training courses for high and middle-level officers such as: dialogue, negotiation and mediation; military observers course and "training of trainer" both for local and international peace support staff". All courses will be delivered based on standardized training modules, complemented by additional materials, skill tests. Regarding the "Training of Trainers" particularly for the regional trainees, the understanding is that once the international trainees returned to their countries they would train other local peacekeeping practitioners prior to their deployment in peace keeping missions which would be instrumental in scaling up the training activities

### **Resources Required to Achieve the Expected Results**

In financial terms, the project requires USD Five Hundred Thousand United States Dollars (\$500,000) for the twelve-month's period to effectively implement the project activities outlined in the Resource and Result Framework. The budget will be distributed across the two outputs/result areas, further broken down per activities. The Government of Japan will be funding the project to cover project costs. UNDP and the GoE partner's will contribute in terms of staff time, office facilities and other operational costs. As per the Programme Implementation Manual (PIM), the project budgets can be substantively revised within the annual budget ceiling in the middle of the annual work plan period, if required. Such a revision, however, needs to be agreed between partners-MoFEC and UNDP. The donor- Government of Japan will also be consulted. Budget transfer from one Budget Line to another, shall normally be undertaken in conjunction with the budget revision process by agreement via exchange of letters, but only when that is absolutely necessary.

### **Partnerships**

The Government of Japan, the Ethiopian Peace Support Training Centre and UNDP will be the key partners of this project. UNDP- Ethiopia CO has been working together with Japanese partners to



maximize its comparative advantages and unique roles in strengthening institutional capacity for the promotion of peace and security. Other local partners could include: Ministry of National Defence, Ministry of Foreign Affairs, Ministry of Federal and pastoralist Development Affairs, Government Communication Affairs Office, Ethiopian Human Rights Commission, Ethiopian Universities and research institutions such Institute of Peace and Security Studies (IPSS) within the Addis Ababa University.

Moreover, there are other possible regional partners that include: African Union (AU), Institute for Security Studies (ISS), African Centre for the Constructive Resolution of Disputes (ACCORD), Kofi Annan International Peacekeeping Training Centre (KAIPTC), African Peace Support Trainers Association (APSTA), Ecole de Maintien de la Paix de Bamako (EMP), North African Regional Capability (NARC), International Peace Support Training Centre (IPSTC), the International Association of Peacekeeping Training Centres (IAPTC) and the African Centre for Peace and Security Training (ACPST). Regional partners provide opportunities for networking, exchange of lessons learned and best practices in training. CCCPA also works closely with the African Union and the regional economic communities to meet their training needs.

### **Risks and Assumptions**

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

### **Stakeholder Engagement and Beneficiaries**

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

Since peacekeeping effort has evolved to encompass a broader humanitarian approach, women have become increasingly part of the peacekeeping operation in the context of the Ethiopian PSTC. The Centre has been providing opportunity and will continue to encourage women practitioners to take part in the peacekeeping training courses (at least 30% of the trainees should be women practitioners) and also to be deployed in all areas-police, military and civilian. The PSTC would like to empower and enhance the role of women peacekeeping practitioner due to the fact it will have a positive impact on peacekeeping environments, both in supporting the role of women in building peace and protecting women's rights. As well known, in contemporary conflicts the civilian population has increasingly become a primary target of violence, but men and women tend to experience conflict



differently, women often suffer disproportionately. Accordingly, emphasis will be placed on the mainstreaming of gender as one of the key cross cutting issues.

### **South-South and Triangular Cooperation (SSC/TrC)**

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

The importance of twining the peacekeeping centres of the two countries, shows that both Ghana and Ethiopia have assumed key role in regional and global peace-building efforts. Moreover, there are also other initiatives currently on the pipeline to build networking between different African Peace Support training institutions. among those are recent initiatives with Kenyan partners. The FDRE-PSTC management team has visited the International Peace Support Training Centre (IPSTC) of Kenya to discuss the existing capacity issues and strategic partnership and future plans of staff exchanges. Similarly, the IPSTC team visited PSTC to discuss areas of further collaboration in planning of peacekeeping trainings and peace and security research

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

### **Sustainability Strategy**

The PSTC, in consultation with UNDP is looking at preparing a sustainability strategy that would allow the Center to maintain, even to scale up its interventions and to ensure better program outcomes, considering the longer-term opportunities and challenges which could happen in the years to come. The strategy would help to tackle unforeseen challenges that may arise such as withdrawal of assistance or gaps between available resources and the commitment to achieve the vision of the Center. In line with this, consultations will be held between FDRE-PSTC, UNDP and Government of Japan this year to map out and develop a clear sustainability strategy.

As part of the sustainability strategy, the Training Center, in collaboration with UNDP will develop a robust resource mobilization plan that would identify mechanisms for greater and diverse funding sources and also for scaling up the center's intervention. The strategy will also focus on enhancing partnership and South-South Cooperation with other potential actors and institutions. The Centre will find a niche for more flexibility and rethinking to be able to accommodate changes as deemed necessary and to be open to new ideas.



## **IV. PROJECT MANAGEMENT**

### **Monitoring, Evaluation and Reporting**

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

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

### **Asset Management**

Regarding asset management, the PSTC should maintain an inventory recording for the acquisition and disposition of property and equipment provided by this project. The Government Goods Receiving Note" and „Issue Notes" shall be prepared at the time of receiving and issuing expendable and non-expendable equipment/goods. Information on each item of equipment acquired by the project authorities and on disposition of equipment shall be recorded in the Non-Expendable Property Ledger.

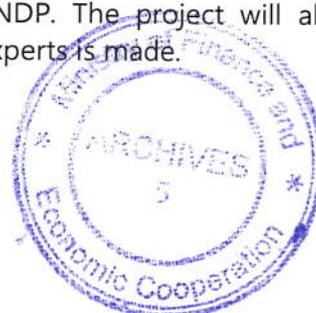
The Centre shall also ensure that there is a central record of the names of the custodians and the locations of the fixed assets assigned to project personnel. All inventories of equipment shall be physically verified against records at least annually. The Implementing Partner shall forward a certified inventory of all non-expendable equipment to UNDP Country Offices annually within 30 days after the end of the fiscal year.

### **Audit:**

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

### **Visibility of Japan**

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



## V. RESULTS FRAMEWORK

<b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</b>							
Outcome 12: key Government institutions and other stakeholders utilize enhanced capacities to ensure equitable, efficient, accountable, participatory and gender-responsive development							
<b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</b> Countries & regions are able to reduce the likelihood of conflict arising from violent extremism							
<b>Applicable Output(s) from the UNDP Strategic Plan:</b>							
Citizens' expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.							
<b>Project Title:</b> Capacity Building Project For the FDRE-Peace Support Training Centre (PSTC)							
EXPECTED OUTPUTS	OUTPUT INDICATORS	ACTIVITIES	DATA SOURCE	BASELINE		TARGETS by freq. of data collection Year 1	DATA COLLECTION METHODS & RISKS
				Value	Year		
OUTPUT1: enhanced institutional capacity of FDRE-PSTC	1.1. Number of PSTC staff with enhanced skills and expertise on teaching methodology and technical report writing	1.1. Undertake training for PSTC staffs on teaching methodology and report writing		0	2017	25 (at least 20% women)	
	1.2. Number of operational guideline/manual developed and put in place to enhance operational capacity of the Centre	1.2. Develop operational and procedural guideline (manual) on planning and implementation of training program	PSTC/UNDP	0	2017	1	Monitoring and Annual Reporting



<p>OUTPUT 2: Enhanced human capacity (skills and expertise of practitioners and officials) through provision of various courses</p>	<p>2.1. Number of peace keeping practitioners staff with enhanced skills and expertise on conflict management and post conflict recovery</p> <p>2.2. Number of local and regional peace support staff with enhanced skills of Trainers and training skills and techniques</p> <p>2.3. Number of peacekeeping practitioners with enhanced expertise and skills on Dialogue, Negotiation and Mediation</p> <p>2.4. Number of peacekeeping practitioners with enhanced expertise and skills on Military Observers field</p> <p>2.5. Number of peacekeeping practitioners with enhanced expertise and skills on Staff Officers field</p>	<p>2.1. Conduct Training on conflict management and post conflict recovery courses/roll out courses using the centre's own curriculum</p> <p>2.2. Undertake Training of Trainers (TOT) to local and regional Peace Support Staff</p> <p>2.3. Undertake training on dialogue, negotiation and mediation skills</p> <p>2.4. Undertake training on military observer's courses (<b>two rounds</b>)</p> <p>2.5.Undertake training on Staff Officers course</p>	<p>PSTC/UNDP</p>	<p>187</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>2017</p> <p>2017</p> <p>2017</p> <p>2017</p> <p>2017</p>	<p>56 (at least 20% women)</p> <p>20 (at least 20% women)</p> <p>30 (at least 20% women)</p> <p>64 (at least 20% women)</p> <p>32(at least 20% women)</p>	<p>Monitoring and Annual Reporting</p>
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## VI. MONITORING AND EVALUATION

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

### Monitoring Plan

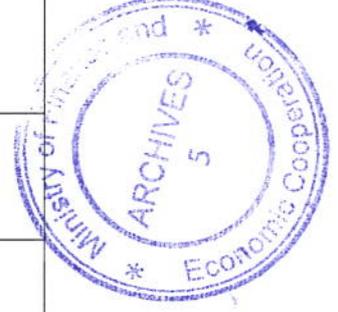
Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Follow up implementation of project activities and track results on quarterly basis		
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Identify and analyse potential risks that affects project implementation; Take appropriate actions to manage risk; and keep track and update the risk log		
<b>Learning</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Capture relevant lessons and use to inform management decisions.		
<b>Annual Project Quality Assurance</b>	To assess the quality of the project against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Assess and review areas of strength and weakness of the project to inform decisions to improve project performance.		
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Discuss on the performance data, risks, lessons and quality and use to make course corrections.		
<b>Project Report</b>	A progress report will be presented to the Project Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level.	Annually (final report)	Prepare Annual donor report of the project		
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Work Plan to ensure realistic budgeting over the life of the project.	bi-annual	Discuss any quality concerns or slower than expected progress of project implementation		



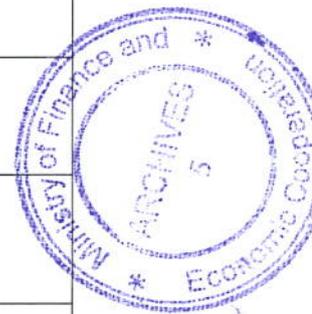
## VII. ANNUAL WORK PLAN

<b>Project Title:</b> Capacity Building Project for the Federal Democratic Republic of Ethiopia, Peace Support Training Center (FDRE-PSTC)
<b>UNDAF Thematic Area:</b> Good Governance, Participation and Capacity Development
<b>Expected Project Outcome:</b> Sustain all aspects of peace operation training in Ethiopia and Africa in general and in addressing critical training gaps in peacekeeping operations of the African Union and the United Nations.
<b>Program/ Project:</b> Capacity Building Project for the Federal Democratic Republic of Ethiopia, Peace Support Training Center (FDRE-PSTC)
<b>Agency Name:</b> UNDP
<b>Total Budget: USD 500,000</b>

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PROJECT	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	Budget by Quarter(USD) 2018 /2019 Fiscal Year						RESP. PARTY	PLANNED BUDGET				
			Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	FY 2010	FY 2011		Funding Source	Budget Description	Amount (USD)		
			Q4	Q1	Q2	Q3								
<b>OUTPUT 1: Enhanced Institutional Capacity of FDRE-PSTC</b>		<b>1.1. Activity Result: Operational capacity of the PSTC improved</b>												
<b>Indicator:</b> Number of PSTC staff with enhanced skills and expertise on teaching methodology and technical report writing; <b>Baseline:</b> 0		1.1.1. Undertake staff capacity building training on teaching methodology and report writing (25 trainees)			20,648					PSTC		Professional fee, Travel		20,648



<p><b>Target:</b> 25</p> <p><b>Indicator:</b> Number/type of guideline developed and put in place to enhance operational capacity of the Centre</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 1</p>	<p>1.1.2. Develop operational and procedural guideline (manual) on planning and implementation of training program</p>	<p>10,000</p>		<p>PSTC</p>	<p>Consultancy fee</p>	<p>10,000</p>
<p><b>OUTPUT 2: Enhanced human capacity (skills and expertise) of peacekeeping practitioners and officials through provision of various courses</b></p> <p><b>Indicator:</b> <i>Number of peace keeping practitioners staff with enhanced skills and expertise on conflict management and post conflict recovery</i></p> <p><b>Baseline:</b> 187 trainees;</p> <p><b>Target:</b> 56 trainees (at least 15 % women)</p> <p><b>Indicator:</b> Number of local and regional peace support staff with enhanced skills of Trainers on training skills and techniques</p> <p><b>Baseline:</b> 0</p>	<p><b>2.1. Activity Result: Conflict Management and Post Conflict Recovery courses rolled out and trainings on other courses also provided</b></p> <p>2.1.1 Undertake training on Conflict Management Course (28 trainees)</p> <p>2.1.2. Undertake training on Post Conflict Recovery course (28 trainees)</p> <p>2.1.3. Undertake Training of Trainers (TOT) to local and regional Peace Support Staff (20)</p> <p>2.1.4. Undertake training on Dialogue, Negotiation and Mediation (30)</p>	<p>77,938</p> <p>81,377</p> <p>49,649</p>		<p>PSTC</p> <p>PSTC</p> <p>PSTC</p>	<p>Professional fee, DSA, Travel</p> <p>Professional fee, DSA, Travel</p> <p>Professional fee, DSA, Travel</p>	<p>77,938</p> <p>81,377</p> <p>49,649</p> <p>41,212</p> <p>41,212</p>



Target: 20 (at least 6 women)	2.1.5. Undertake training on Military Observers Course (32) (Round 1)				44,000			PSTC		Professional fee, DSA, venue, Travel	44,000
<b>Indicator:</b> Number of local and international peacekeeping practitioners with enhanced expertise and skills on Dialogue, Negotiation & Mediation	2.1.6. Undertake training on Military Observers Course (32) (Round 2)								44,000		44,000
<b>Baseline:</b> 0	2.1.7. Undertake Training on Staff Officers Course (32)								41,239		41,239
<b>Target:</b> 30 (at least 9 women)	2.1.8. Facilitate course implementation and support project management-LPO	4,500	4,500	4,500	4,500				4,500	Remuneration of LPO	18,000
<b>Indicator:</b> Number of Peacekeeping practitioners with enhanced expertise and skills on Military Observers field	2.1.9. Technical Support by International Consultant	8,800			9,600					DSA, Travel cost	18,400
<b>Baseline:</b> 0	Monitoring & Evaluation	2,000	2,000	2,000	2,000				4,000		10,000
<b>Target:</b> 64 (at least 14 women)	Miscellaneous	1,000	1,500	2,000	2,000				2,000		6,500
<b>Indicator:</b> Number of Peacekeeping practitioners with enhanced expertise and skills on Staff Officers field	GMS 8%								37,037		37,037
<b>Baseline:</b> 0											
<b>Target:</b> 32 (at least 7 women)											
<b>Indicator:</b> Number of training courses facilitated and supported by LPO and by international consultant											
<b>Baseline:</b> 8											
<b>Target:</b> 8											
Total (per quarter)		57,512	95,938	213,774	132,776						
Total (per half year)		153,450	346,550								
Total FY 2018			500,000								



## **Description of project activities are illustrated as below:**

### **Output 1: Strengthened Institutional Capacity of PSTC**

Activity 1.1: Conduct Staff Capacity Building Training on Teaching Methodology and Technical Report Writing.

Capacity Building Training for PSTC Staff: Building the capacity of new and current staff is an essential part of programme implementation. Basic training for all staff should cover guiding principles, goals and activities of peacekeeping operations, inform staff members about specific methods for working within a regional peace and security agendas, human right issues, gender issues relevant to the context. Moreover, in addition to basic trainings for all junior teaching staff, senior staff should also receive targeted training to meet their key responsibilities (e.g. training on programme management, operational management at field level, etc.

Activity 1.2. Development of operational manual

A well designed operational manual/guideline would serve the Training Centre as a management tool to provide guidance for doing the work of the training activities and it would also be instrumental in providing a standardized quality international training. The operational manual will assist the center in addressing the range of issues required to manage and operate a center of excellence for international training in peacekeeping operation.

### **Output 2: Enhanced human capacity through provision of various training on conflict management, post conflict recovery, International Training of Trainers (TOT), Training on Dialogue, Negotiation and Mediation and Military Observers Course**

Activity 2.1: Conduct Training on conflict management

Activity 2.2: Conduct Training on post conflict recovery

Activity 2.3: Conduct International Training of Trainers' (TOT) Course

Activity 2.4: Conduct Training on Dialogue, Negotiation and Mediation

Activity 2.5: Undertake Training on Military Observers Course **(2 rounds)**

Activity 2.6: Undertake Training on Staff Officers Course

#### **Description of activities:**

- Conflict Management Course: This course is designed to equip trainees with fundamental concepts of Conflict Management and Resolution. The course begins with an overview of Conflict Management and then focus on Mandates and Tasks of UNPKO/PSO, and specific issues such as civil-military coordination/Cooperation (CIMIC), Early Recovery and Mine Actions. In the next phase, it is proposed to train a total of 28 practitioners (8 from Ethiopia and 20 from other African countries)
- Post-Conflict Recovery Course: This course aims to familiarize participants with the issues of post-conflict recovery, peace and state building. This course provides fundamental concepts of post-conflict recovery to develop the knowledge and skills of participants. The course provides an overview of specific issues such as DDR, SSR, gender issues, civilian/child protection, human rights and rule of law. In the next project phase, it is proposed to train a total of 28 practitioners (8 from Ethiopia and 20 from other African countries).
- Training of Trainers' (TOT) Course: Conduct Training of Trainers' (TOT) course that involves a total of 20 teaching staff from regional and local peace support staff
- Dialogue, Negotiation and Mediation Training: This training course concentrates on dialogue, negotiation and mediation efforts that take place in those phases of a conflict resolution process



where peace agreements have already been reached and subsequently need to be implemented. The course thus seeks to prepare participants for the challenges that they would typically face in this so-called "implementation phase". A total of 30 participants will participate in this training.

- **Military Observers Course:** This course puts the work of UNMOs and other Military Experts on Mission in context by offering an enhanced explanation of peacekeeping operations in general and by illustrating specific methods and techniques for serving on a peacekeeping mission. Beginning with a strategic overview of the United Nations, the course moves through the operational spectrum of the Department of Peacekeeping Operations and ends at the tactical level of "on the ground" knowledge and skills required for an individual UNMO to succeed. A total of 64 (32 in each two rounds) participants will take part in this training.

- **Staff Officers Course:** This course is designed to equip participants with the required knowledge of the UN staff at mission headquarters to smoothly manage the organizational and administrative tasks so that they fully discharge the mission mandates. A total of 32 participants will take part in this training.

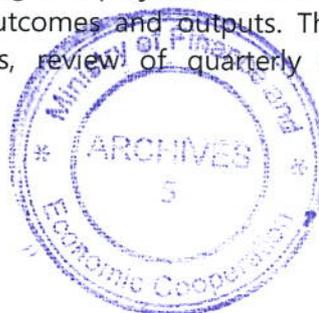
### **VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENT**

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

There is a project steering committee composed of FDRE-PSTC, MoFEC, Government of Japan and UNDP will operate at a strategic level and provide guidance, review project progress, discuss any implementation challenges and recommend remedial actions as appropriate. The PSC is 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. 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 the Project Manager's tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Steering Committee may review and approve the project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

UNDP will provide oversight quality assurance, ensuring that project resources are utilized effectively and efficiently in the achievement of the project outcomes and outputs. This will be carried out through the Project Steering Committee Meetings, review of quarterly reports, spot checks,



commissioned audit amongst others. UNDP will submit annual report to donors and partners. The implementing partner, FDRE-PSTC, will submit quarterly narrative and financial reports to UNDP and MoFEC. These reports will be in an agreed format. UNDP will be responsible to report to the Government of Japan, on the implementation of the programme; receive and manage the funds from the Government of Japan and submit annual progress, if necessary and financial reports in accordance with UNDP programming policies and procedures. UNDP will provide Japan with a final narrative report, including a financial statement, within three months following the financial completion of the project and a separate financial report (as per UNDP BERA template) within 12 months of project completions. The FDRE-PSTC, MoFEC and UNDP will regularly monitor progress, assess risks and ensure the quality of the intervention, in accordance with the programming policies and procedures outlined in the UNDP User Guide.

**IX. LEGAL CONTEXT**

This Project Document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Ethiopia and UNDP, signed on 6 February 1981. Consistent with Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency (which is FDRE-PSTC in this project) and its personnel and property, and of UNDP’s property in the executing agency’s custody, rests with the executing agency.

The executing agency shall: a) put in place appropriate security plans 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 executing agency’s security, and the full implementation of the security plan.

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. The executing agency 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/en/ga/search/view\\_doc.asp?symbol=S/RES/1267\(1999\)](http://www.un.org/en/ga/search/view_doc.asp?symbol=S/RES/1267(1999))



### Annex 1. OFFLINE RISK LOG

#	Description	Date Identified	Type of Risk	Impact & Probability	Counter measures / Mitigation strategies	Owner	Submitted, updated by	Last Update	Status
1	Getting the right trainers and facilitators may be challenging	Jan 15,2018	Organizational	Medium	- Build a roaster of facilitators	Head of FDRE-PSTC	AF	Jan 15,2018	New, on progress
2	Resource limitations	Jan 15,2018	Financial	Medium	- Begin preparations of fund mobilization in advance - Introduce paid courses	Head of FDRE-PSTC	AF	Jan 15,2018	New, on progress
3	Quality and Standard of Courses	Jan 15,2018	Operational	Medium	- Establish Curriculum Advisory Ad hoc Committee to review courses before offering made	Head of FDRE-PSTC	AF	Jan 15,2018	New, on progress
4	Political instability in the region	Jan 15,2018	Political	Medium	- Get updated with the current political situation of the sub region and adjust the training schedule as deemed necessary	Head of FDRE-PSTC	AF	Jan 15,2018	New, on progress

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

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

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

