

**Project Document Format for CPAP countries**

**United Nations Development Programme**

**Country: Egypt**

**Project Document**

**Project Title:** Enhancing the capacity of local actors in efforts to improve Peace and Stability in North Africa, the Sahel and Great Lakes

**UNDAF Outcome(s):** UNDAF Outcome 3.1: National and local capacities and systems are enhanced for decentralized, inclusive and gender sensitive planning, budgeting, monitoring & evaluation

**Expected CPAP Outcome(s):** CPAP Outcome 3.1: National and local capacities and systems are enhanced for decentralized, inclusive and gender sensitive planning, budgeting, monitoring & evaluation

**Expected Project Outputs:**  
**Output 1:** Improved knowledge in border management in North Africa and the Sahel  
**Output 2:** Greater understanding of and skills in Peacekeeping and Peacebuilding issues in North Africa, the Sahel and Great Lakes Region  
**Output 3:** Improved knowledge and skills in conflict resolution and crisis management in North Africa, the Sahel and the Great Lakes Region  
**Output 4:** Project Management Unit is operational.

**Implementing partners:** Egyptian Ministry of Foreign Affairs  
 Cairo Regional Centre for Training on Conflict Resolution and Peacekeeping in Africa (CCCPA)

**Responsible Parties:** CCCPA

**Brief Description**

Over the course of 2013, many North African countries, the Sahel region and the Great Lakes Region who have been struggling to manage long protracted transitions in a very fluid environment, found themselves facing a plethora of new and more complex challenges both as a result of internal and regional issues.

CCCPA has been supported by UNDP with funding from the Government of Japan, with the aim of strengthening its institutional capacity and enhancing its ability to provide various partners in the region with trainings to build capacities in peacebuilding and peacekeeping. Taking into account past achievements and lessons learnt, the proposed project aims to enhance the capacities of national and regional actors in the areas of border management, peacekeeping and peacebuilding, conflict resolution and crisis management, to ensure they have the necessary skills for appropriate and timely responses to incidents that threaten peace and stability.

The expected project's outputs are:

- Improved knowledge in border management in North Africa and the Sahel
- Greater understanding of and improved skills in Peacekeeping and Peacebuilding issues in North Africa, the Sahel and the Great Lakes Region
- Improved knowledge and skills in conflict resolution and crisis management in North Africa, the Sahel and the Great Lakes Region
- Project Management Unit established and operational.

**Programme Period: 2013-2017**  
**Project Duration: 1 March 2014 - 28 February 2015**  
**CPAP Programme Component:**  
 Democratic Governance

**Project Title:**  
 Enhancing the capacity of local actors in efforts to improve Peace and Stability in North Africa, the Sahel and the Great Lakes Region

Total resources required	\$2,000,000.00
Total allocated resources	\$1,851,852
GMS (8%)	\$148,148
• Regular	
• Other:	
o Donor	\$2,000,000
o GoJ	

Central Nations Development Programme  
Country: Egypt  
Project Document

**Project Title:** Enhancing the capacity of local actors in efforts to improve roads and mobility in North Africa, the Sahel and Great Lakes

**UNDP Objective 1:** National and local capacities and systems are enhanced for decentralized, inclusive and gender sensitive planning, budgeting, monitoring & evaluation

**UNDP Objective 2:** National and local capacities and systems are enhanced for decentralized, inclusive and gender sensitive planning, budgeting, monitoring & evaluation

**Expected Project Outputs:**

Output 1: Improved knowledge in public management in North Africa and the Sahel

Output 2: Greater understanding of and skills in Participating and Facilitating Issues in North Africa, the Sahel and Great Lakes Region

Output 3: Improved knowledge and skills in contract negotiation and procurement management in North Africa, the Sahel and the Great Lakes Region

Output 4: Project Management Unit operational

**Implementing partners:** Egyptian Ministry of Foreign Affairs  
Latin Regional Centre for Training on Contract Negotiation and Procurement in Africa (LORCA)  
UNDP

Responsible Parties: UNDP

**Brief Description:**

Over the course of 2012 many North African countries, the Sahel region and the Great Lakes Region who have been struggling to manage long delayed transitions in a very turbulent and complex environment facing a number of new and more complex challenges both as a result of internal and regional issues.

UNDP has been supported by UNDP with funding from the Government of Japan, with the aim of strengthening its national capacity and working in close to provide various partners in the region with training to build capacity in participating and facilitating issues into relevant and achievement and learning issues, the proposed project aims to enhance the capacity of national and regional actors in the areas of border management, participating and facilitating issues, contract negotiation and procurement management, to ensure they have the necessary skills for negotiating and to help countries to conduct the transition process and stability.

The expected project outputs are:

- Improved knowledge in public management in North Africa and the Sahel
- Greater understanding of and improved skills in Participating and Facilitating Issues in North Africa, the Sahel and the Great Lakes Region
- Improved knowledge and skills in contract negotiation and procurement management in North Africa and the Great Lakes Region
- Project Management Unit operational and functional

Total resources required	\$2,000,000.00
Total allocated resources	\$1,881,882
GNS (98%)	\$148,148
• Regular	
• Other	
• Other	\$2,000,000

Programme Period: 2012-2017  
Project Duration: 1 March 2014 - 30 February 2018  
UNDP Programme Component: Capacity Development  
Project Title: Enhancing the capacity of local actors in efforts to improve roads and mobility in North Africa, the Sahel and the Great Lakes Region

Agreed by



H.E. Ambassador Omar Abou Aish  
Deputy Assistant Foreign Minister for International Cooperation for Development,  
Ministry of Foreign Affairs

21-MAY-2014

Date



Counsellor Ashraf Swelam,  
Director,  
Cairo Regional Centre for Training on Conflict Resolution and  
Peacekeeping in Africa (CCCPA)

21-MAY-2014

Date



Ms. Anita Nirody,  
Resident Representative,  
UNDP

21-MAY-2014

Date

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*Handwritten note:* H.S. PAM - IS

*Signature:* \_\_\_\_\_

*Faint text below signature:* Project Representative

## Abbreviations

CCCPA	Cairo Training Centre for Conflict Resolution and Peacekeeping in Africa
CEN-SAD	Community of Sahel & Saharan States
CSO	Civil Society Organisations
HR	Human Rights
IHL	International Humanitarian Law
MFA	Ministry of Foreign Affairs
MoD	Ministry of Defence
Mol	Ministry of Interior
PD	Project Director
PO	Programme Officer

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## I. SITUATION ANALYSIS

### 1.1 Background

1. Despite the huge efforts of the international community, Africa continues to be a conflict-ridden continent, with devastating consequences on human security and serious repercussions for global peace and security.
2. Some North African countries continue to struggle as a result of the socioeconomic and political upheavals of the last three years, with protracted transitions and mounting threats to peace and security, including state failure, porous borders and terrorism. On the other hand, the Sahel, Sahara, and Great Lakes regions continue to suffer from a plethora of longstanding and complex sources of insecurity and instability.
3. The security void created by the collapse of some regimes, coupled with the weakness of others, creates a vacuum that is being increasingly occupied by criminal organisations, armed and extremist groups and their sympathisers. Compounding this, the number of weapons in circulation, especially since the fall of the previous regime in Libya, creates an environment where gun culture is increasingly becoming a characteristic of the realities on the ground. This situation is already impacting neighbouring countries, especially that most of the challenges do not recognise borders. Illicit trade has become increasingly complex over the last three years, and linkages between North Africa, Sahel, Sahara and the Great Lakes Region could not have been stronger. There is the additional concern that the free flow of weapons and easy movement of people will increase the threat of terrorism significantly.
4. In the face of these challenges, many governments remain weak, lacking the capacity to respond in an efficient and timely fashion, which undermines state authority and compounds the very problems they seek to solve. In addition, the dire economic conditions of many of these countries strain and limit governments' ability to institutionalise badly needed reforms and to build necessary capacities. Most of these countries are in dire need of putting better mechanisms in place to manage shadow economies, and there is also a continued and growing need to enhance national capacities in crisis and conflict management to alleviate more negative repercussions at a grass roots level. As such, there is a pressing need for capacity building and training, not only for government entities, but also and equally important, for civil society so as to ensure that peacebuilding and transitional efforts are effective and sustainable.
5. With the approval of the Egyptian referendum and the announcement of presidential elections to take place within 90 days, Egypt is well on its way to implementing the roadmap announced after the June 30 revolution. The focus of the Egyptian authorities during next year will be on restoring the potential of the Egyptian economy so as to deliver on the legitimate aspirations of the Egyptian people. As per the speech of the Minister of Foreign Affairs at the 2013 United Nations General Assembly, Egypt renewed its commitment to Africa, elevating its engagements with African countries to benefit from Egyptian technical expertise. The CCCPA is at the heart of such support.

### 1.2 Context

6. Established by the Egyptian Ministry of Foreign Affairs in 1994, and supported by UNDP through projects funded by the government of Japan since 2008, CCCPA has been at the forefront of developing African capacities in peacekeeping, peacebuilding, conflict resolution, and crisis management. Recognised as an African Union Centre of Excellence in 2010, CCCPA leverages its vast network of regional and international institutional partners (23 Memos of Understanding with partner organisations) to deliver world class training and research. The total number of personnel which CCCPA provided trainings to in the last two years alone (2012-2013) reached 799, with CCCPA expanding its target beneficiaries to include more civilians (14% military, 17% police and 69% civilians). The Centre is currently already implementing programmes in the proposed target countries including Sudan, South Sudan, Libya, Mauritania, Congo, and Somalia. In addition, the list of countries benefiting from CCCPA activities includes Algeria, Cameroon, Djibouti, Eritrea, Nigeria, Tunisia and Uganda. Based on past achievements and lessons learnt, the CCCPA will extend its activities to focus on the achievement of new outputs.

7. With Egypt ranked as the 11th highest troop contributing country in 2013 with a total of 2738 peacekeepers deployed, CCCPA is committed to support the continued development of Egypt's military, police and civilian personnel. In response to the efforts of the centre, the Ministry of Defence (MoD) has issued decrees requiring peacekeepers to attend courses in the CCCPA and receive training in international humanitarian law prior to their deployment.
8. Despite significant efforts already undertaken to prepare military, police and civilians for deployment abroad, CCCPA stresses that the increased challenges require continued support to assist the development of national and regional institutions to meet them.

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## II. PROJECT STRATEGY

9. UNDP's Country Programme Action Plan (CPAP), covering the period from 2013-2017, focuses in the area of Democratic Governance on strengthening national efforts aimed at making national institutions, policies and legislations transparent, accountable; gender sensitive; inclusive; promoting rule of law and protecting human rights especially for women and the less advantaged. Within this framework, UNDP will continue to support national and local capacity development in crisis management, disaster risk reduction and conflict resolution. UNDP will continue to support the Cairo Centre for Conflict Prevention and Peacekeeping Activities (CCCPA) as a regional center of excellence for training in peacekeeping and conflict resolution in Africa and for building a national cadre of expertise in peacekeeping, crisis management and conflict resolution targeting stakeholders such as the military, the police and civil society organizations. In doing so, the project aims to enhance capacities of National Institutions in crisis management, border management, peace-building and peace-keeping. This project will therefore contribute to the achievement of Outcome 3.1 under both the United Nations Development Assistance Framework (UNDAF) (2013-2017) and CPAP which aims to support National and local capacities and systems so that they are enhanced for decentralized, inclusive and gender sensitive planning, budgeting, monitoring & evaluation, in particular CPAP output 5 under CPAP outcome 3.1 "National and local capacities for crisis management, disaster risk reduction and conflict resolution are strengthened".
10. Through this phase of the project, UNDP will aim at strengthening results-based management, enhancing communication of results, ensuring the financial sustainability of the Center, and ensuring that the project has a gender lens which seeks to contribute to gender equality. UNDP will also support CCCPA by brokering knowledge and mobilizing comparative experience in the areas of focus; in this respect, UNDP will also seek to establish linkages between the Center and the UN Department for Peacekeeping Operations (DPKO).
11. As a regional centre, CCCPA recognises the growing need to expand its country portfolio, to ensure that its training and research activities extend their reach to more areas that suffer from or are at risk of ever expanding manifestations of conflict and insecurity. In addition, and in light of the plethora of new challenges being faced, the proposed project outputs directly respond to the growing need for enhanced African capacities. This approach is, in line with the pan African as well as international call for 'African solutions to African problems', enhancing local capacities to develop home grown expertise with the skills and contextual knowledge to identify, prevent, manage and respond to growing conflict, security and stability issues, hence enabling more durable and sustainable solutions.
12. The proposed programme will enhance capacities of national and regional authorities and civil society stakeholders in the areas of border management, peacekeeping and peacebuilding, as well as crisis management and conflict resolution. Given regional developments over the last three years, coupled with enduring issues resulting from social, economic and political underdevelopment and the general lack of human security, any attempt to tackle security and conflict issues cannot be carried out except through a regional approach. As such, the proposed project seeks to target beneficiaries from clusters of countries within North and East Africa, the Sahel and the Great Lakes Region.
13. CCCPA will, for each activity, design a list of criteria that needs to be met for the selection of trainees that can take part in CCCPA activities. However, participant selection may be dependent

on the target group, and where police and military are concerned, CCCPA will request the relevant ministries to nominate suitable personnel who match the guidelines and target groups outlined by CCCPA. Growing relations with these stakeholders have enhanced the quality of candidates sent to the centre and have increased CCCPA's involvement in the individual selection process. Where civil society is concerned, CCCPA will leverage its established network of partner organisations and experts, as well as new contacts that will be established in the course of carrying out the project's activities, to target appropriate participants for training. Target beneficiaries of the civilian component will vary widely depending on the activity, but will generally include national authorities working on the issues, parliamentarians, nongovernmental organizations, and media professionals.

14. CCCPA believes a participatory and inclusive approach to project development is essential to ensuring a sustainable and positive impact. CCCPA, therefore, will draw on its existing networks to identify partners with whom the Centre can develop training curriculum and assist in its implementation. To ensure that training content meets exact needs of trainees, CCCPA will hold a series of workshops with relevant stakeholders and target beneficiaries to assess the training needs and foresee impacts on the grassroots level, as well as to complement existing intervention efforts. These consultative processes with stakeholders and beneficiaries are aimed at ensuring that identified needs are met.
15. As there is little documentation of the thematic areas that CCCPA will engage in at a national level, CCCPA hopes that the combination of consultative processes and workshops with relevant stakeholders will lead to a publishable briefing paper which will serve as a simple baseline for the centre. Further, conferences will be followed by a comprehensive conference report in which, with the agreement of the presenters, presentations and discussions will be published to ensure that outcomes and expert knowledge remains available. All of this will assist CCCPA's objective of gaining greater visibility through a higher volume of publications.
16. Understanding that many issues do not occur in isolation, CCCPA will pursue cooperation with relevant organisations to encourage a holistic, interagency approach which will assist with comprehensive programme design and delivery. CCCPA will attempt to link training activities to national and regional intervention programmes so that trainings feed into the capacity development of nationally/regionally targeted beneficiaries and to contribute to building informal networks of regional stakeholders. As such, a pivotal stage in project design will revolve around the consultation of thematic experts to ensure that project content meets the identified needs and curriculum is appropriately contextualised. In addition, CCCPA is in the process of establishing an International Advisory Board. The Board will comprise of eminent international and African experts in the field of peace and security, representatives of CCCPA's leading partners and stakeholders and leading thematic experts. The Board will be responsible not only for providing strategic counselling on global and regional challenges and opportunities with regards to peacekeeping, peacebuilding, conflict resolution, and crisis management but also for advising and supporting CCCPA's training, research, outreach and global visibility.
17. While relying on its own resources to deliver the bulk of activities, CCCPA will also selectively leverage the capabilities of its network of national, regional and international partners. This will allow CCCPA to complement its institutional capacity with substantial niches developed by a selected group of its partners. Operationally, partnerships with other organisations will also further improve CCCPA's abilities to deliver the project outcomes efficiently and on time, while maintaining overall responsibility for project management. For that purpose, CCCPA staff members will be present at all stages of trainings to ensure that standards are maintained and that beneficiary needs are met.
18. A monitoring and evaluation framework will be developed upon the recruitment of a Monitoring and Evaluation (M&E) Officer. Given the nature of CCCPA's beneficiaries, specifically those from the MoD and MoI, the bulk of monitoring and evaluation of trainings will be conducted during the training courses as there is no guarantee that participants will be available for follow-up. However, to mitigate the difficulties of reaching police and military participants' post training, CCCPA intends to develop a comprehensive alumni database, and more importantly to establish an alumni online community through its new website and participants will be invited to join. The online alumni platform will not only allow CCCPA to maintain contact with participants, but will also provide participants with an opportunity to network amongst themselves. The online community will also provide a means for CCCPA to collate data from participants in the form of feedback and

recommendations, as well as serve as a discussions and possible learning platform. As a means of measuring immediate impact of training on participants' subject matter knowledge, CCCPA will develop a training assessment mechanism. CCCPA intends to use a combination of independent and group assessments as a means of providing quantitative and qualitative measurements of subject knowledge gained and understanding of applicability.

19. Good communications with the GoJ and UNDP is essential in developing a shared understanding of how the project is progressing. This will include periodic review and amendment of detailed Action Plan and budget allocations with UNDP to ensure that the project is meeting its targets. In the event that there are unavoidable changes to the agreed workplan, the project team will communicate this to UNDP immediately and jointly a viable solution will be found and will be communicated by UNDP to the GoJ for consultation. The progress, achievements and challenges will be reviewed and discussed at the Project Board meeting.
20. Complementing the funding provided to the project, CCCPA will work to ensure activities of the Centre are financially supported by the Egyptian government and international partners. To that effect, efforts are already underway for establishing the Centre as an independent entity, with its own budget funded by the Government of Egypt, as well as international donors. CCCPA will continue its efforts to diversify sources of funding to ensure the financial sustainability of its activities. Those efforts have already paid dividends with projects already being funded by a number of national and international entities, including the Egyptian Fund for Technical Cooperation with Africa, the Ford Foundation, and the African Union or co-funded, such as the ongoing program with the Libyan National Reconciliation Commission.
21. The improved governance of CCCPA activities, as a result of the implementation of this project, through enhanced monitoring and evaluation, greater transparency in decision making and inclusive, participatory programme design, in addition to increased visibility through the development of publications and continued outreach, will assist the Centre in attracting new donors.

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### III. PROJECT RESULTS AND RESOURCE FRAMEWORK

#### 3.1 Project Results

22. This project will identify and support the implementation of a range of interventions under the following output areas with the primary objective of contributing to the capacity building of national and regional actors.
  - Improved knowledge in border management in North Africa and the Sahel
  - Greater understanding of and improved skills in Peacekeeping and Peacebuilding issues in North Africa, the Sahel and the Great Lakes Region
  - Improved knowledge and skills in conflict resolution and crisis management in North Africa, the Sahel and the Great Lakes Region
23. The proposed activities for the above output areas will be informed through a variety of existing sources, future assessments and consultations with relevant stakeholders.
24. The activities are driven by a continued need for engagement in programme areas that CCCPA is well established in, coupled with new needs identified by CCCPA as well as responding to direct demands and requests made to CCCPA at national and regional levels.
25. The anticipated trainings are expected to assist national and regional actors in their efforts to enhance stability and security. All trainings will target both government personnel and civil society as CCCPA believes that sustainable solutions will only be achieved by broader participation both from civil society and national counterparts.

### **Output 1: Improved knowledge in border management in North Africa and the Sahel**

26. The complex situation that is engulfing North Africa and the Sahel region is having increasingly damaging effects on national security. With the collapse of regimes and states failure to affectively govern its frontiers, borders are becoming increasingly porous, which has encouraged the development of transnational criminal groups and an increase in the smuggling of arms and persons, and has provided fertile grounds for terrorist elements and insurgency groups to operate out of. Egypt has experienced mounting insecurity from the illicit transfer of SALW originating in part as a result of the regime change in Libya and expansion of ungoverned space providing a safe haven to a combination of extremist groups and disenfranchised citizens who have long felt, and continue to feel, marginalised and forgotten.
27. Given the national context and the growing interconnectivity of the region, CCCPA is keen to contribute to efforts to tackle this growing problem. CCCPA has already engaged relevant Egyptian authorities to assess needs. CCCPA will be holding similar discussions with local partners, and where feasible authorities, to complete the needs assessment. On completion of these discussions, CCCPA will hold meetings and workshops bringing together a cross section of stakeholders, nationally and regionally, to finalize the needs assessment.
28. In partnership with the International Organisation for Migration, CCCPA will conduct 12 training workshops on human trafficking, targeting 300 participants drawn from border military, police and civilian personnel.
29. CCCPA hopes that beginning to engage in these topics will encourage greater national and regional dialogue and push national and regional actors to explore and develop local, national and regional action plans to deal with this growing cause of insecurity. With the creation of a participant and expert database, CCCPA will conduct follow up with participants in efforts to understand the evolving nature of issues related to borders and trafficking of goods and persons which will assist in identifying further training needs as well as enable CCCPA to target individuals for further training.

### **Output 2: Greater understanding of and improved skills in Peacekeeping and Peacebuilding issues in North Africa, the Sahel and the Great Lakes Region**

30. The Arab Spring has left several North African countries in protracted transitional phases of varying success and has had visible ramifications on regional neighbours; many questions that have surfaced in regards to rights of a citizen vis-à-vis the state remains unanswered. Egypt has experienced its own unique process with various gains and setbacks. To continue its efforts conducted throughout the transitional period in the area of peace building, CCCPA wants to continue engaging civil society organisations active in transitional issues and relevant government institutions in further identification of the problems that Egypt is facing within the areas of rule of law and human rights.
31. CCCPA will conduct a series of workshops and conferences which will bring together CSOs, legal professionals, government institutions and international experts to examine transitional issues that continue to affect North Africa. The intended output of these conferences is to develop reports that highlight the main themes and identify recommendations for ways forward as well as identify possible areas for training. CCCPA will also hold a total of 8 training courses focusing on peacekeeping and peacebuilding issues targeting a total of 200 participants from across North Africa and the Sahel. CCCPA has already been approached by Libyan, Sudanese and Somali partners to discuss the possible development of trainings that would target local leaders, civil society and government personnel in the areas of good governance, human rights, international humanitarian law and rule of law, in both peacekeeping and peacebuilding environments. International participants will be identified with the help of local partners, and CCCPA will reach out to its national network to identify possible Egyptian participants.
32. It is hoped that through collective trainings and regional conferences, bridges may be built between participants which will help encourage greater regional efforts. To continue to engage

participants and to ensure development of local expertise, CCCPA will develop a comprehensive database of participants. This will allow CCCPA to maintain contact with its participants to not only allow for future targeted training, but also to allow for feedback from participants as to the impact of training on return to their duty stations.

### **Output 3: Improved knowledge and skills in conflict resolution and crisis management in North Africa, the Sahel and the Great Lakes Region**

33. Africa is the continent most affected by crisis and conflicts since the end of World War II. The bulk of the international community efforts in easing tensions and resolving conflicts is directed to the continent. Although the Africans have made great strides in elaborating mechanisms of conflict resolutions within the African Peace and Security Architecture, there is still room for efforts to be exerted in this domain. The approach undertaken by CCCPA is based on the importance of enhancing national and African capacities in crisis management, while giving particular emphasis to media, as a factor which can fuel crisis and tensions, or alleviate it.
34. This approach has been developed based on the extensive experience of CCCPA in the area of crisis management and conflict resolution. It bears an additional importance if we consider the recent developments in the African continent during 2013. Specifically, media played a negative role in the crisis that erupted in the Great Lakes Region and the Nile Basin in the aftermath of the announcement of the Ethiopian authorities to start the construction of a dam. Media in Egypt and Ethiopia, as well as other Nile riverside countries, played a negative role in increasing tensions.
35. It's against this background that CCCPA intends to undertake four trainings in each of the following three fields: media and conflict, crisis management, and conflict resolution. The aim is to enhance national and regional capacities (of the Great Lakes Region, the Sahel, Sahara and Northern Africa). This will serve to better allocate the media as a tool to freely inform different actors, not to inflate crisis, manage the crisis, and decrease the risks of its expanding to big conflicts. The conflict management will tackle the whole cycle, from pre conflict to post conflict.
36. By the end of the implementation of this output, it is expected that 300 participants from the above-mentioned regions will have their capacity enhanced in terms of managing crisis and conflicts, and adopt the proper rules for media in connection to conflicts. It is also expected that the participation of various participants from different countries in each of the courses will contribute to enrich the output of the programmes.

### **Output 4: Project Management Unit is established and operational**

37. The Centre has come a long way with regards to building its institutional capacity since the Government of Japan started its support to the Center in 2008. The new phase of the project will seek to further strengthen communication, monitoring and evaluation and ensure the financial sustainability of the Center.

**RESULTS AND RESOURCES FRAMEWORK**

<p><b>Intended Outcome as stated in the Country Programme Action Plan (CPAP):</b> National and local capacities and systems are enhanced for decentralized, inclusive and gender sensitive planning, budgeting, monitoring &amp; evaluation</p>			
<p><b>Outcome indicators as stated in the Country Programme Action Plan (CPAP) Results and Resources Framework, including baseline and targets:</b> Number of National Institutions with capacities strengthened in crisis management, border management, peace-building and peace-keeping Baseline: 1 Target: 3</p>			
<p><b>Applicable Strategic Plan Focus Area:</b> Strategic Outcome 5: Disaster Prevention and Risk Management</p>			
<p><b>Partnership Strategy:</b> The project will seek to enhance and increase partnerships with African and international peacekeeping centers as well as national institutions</p>			
<p><b>Project title and ID (ATLAS Award ID):</b> Enhancing the capacity of local actors in efforts to improve Peace and Stability in North Africa, the Sahel and Great Lakes (Award ID: 00080290)</p>			
INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1</b> Improved knowledge in border management in North Africa and the Sahel</p> <p><u>Indicators:</u></p> <p><b>Indicator 1:</b> Number of participants trained on border management (country and gender disaggregated) <b>Baseline :</b> zero people trained on border management <b>Target :</b> 300 people trained on border management</p>	<p><b>Activity Result 1-1: Training methodology, curricula and partnerships are developed</b> <u>Indicative Activities</u></p> <ol style="list-style-type: none"> <li>Recruit technical staff (Chief Technical Advisor, Researcher, Programme Associate and short-term consultants)</li> <li>Coordination with counterparts including Egyptian MoD to understand their needs</li> <li>Identify possible research areas (thematic areas) from outcomes of activity a. above</li> <li>Identify appropriate implementing partners with technical knowledge to assist CCCPA in course design and</li> </ol>	<p>CCCPA</p>	<p>USD 555,000</p>

<p><b>Indicator 2:</b> Number of Workshops/trainings organized on border management topics</p> <p><b>Baseline :</b> zero workshops/trainings conducted at start of the programme</p> <p><b>Target:</b> 1 Workshop and 12 training courses conducted</p> <p><b>Indicator 3:</b> Knowledge gained by participants as measured by pre-and post tests/surveys etc. (based on tool developed in Activity 3b)</p> <p><b>Baseline:</b> Baseline to be determined during pre workshop/training tests/surveys etc. (based on tool developed in Activity 3b)</p> <p><b>Target:</b> 70% of participants demonstrate or perceive their improved knowledge ; (in line with the developed indicator in activity 3b)</p>	<p>training delivery</p> <p>e. Conduct workshop as consultation with implementing partners and relevant stakeholders</p> <p>f. Developing briefing papers on outcomes of consultative process</p> <p>g. Design training/workshop programme and identify suitable trainers</p> <p><b>Activity Result 1-2:</b> <b>Trainings/workshops in the areas of</b></p> <ul style="list-style-type: none"> <li>- <b>Border management mechanisms</b></li> <li>- <b>Small Arms and Light Weapons</b></li> <li>- <b>Human Trafficking</b></li> </ul> <p><b>are conducted</b></p> <p><i>Indicative Activities</i></p> <p>a. Implement 4 trainings on Border Management, targeting 100 participants from Northern African and the Sahel</p> <p>b. Implement 4 trainings on Introduction to Small Arms and Light Weapons targeting 100 participants from North Africa and the Sahel</p> <p>c. Implement 4 trainings on Human Trafficking, targeting 100 participants</p> <p><b>Activity Result 1-3: Platform and mechanism to evaluate, follow up and outreach with alumni of training activities is operational</b></p> <p><i>Indicative Activities</i></p> <p>a. Creation of database of people trained and experts in border management issues</p> <p>b. Develop in training monitoring and evaluation mechanisms to assess percentage knowledge improvement.</p> <p>c. End of course evaluation of course content and trainers distributed to participants for feedback</p>	<p>CCCPA Relevant stakeholders (national counterparts and civil societies)</p> <p>CCCPA</p>
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<p><b>Output 2</b>  <b>Greater understanding of and improved skills in Peacekeeping and Peacebuilding issues in North Africa, the Sahel and Great Lakes Region</b></p> <p><b>Indicator 1:</b>  Number of participants trained in peacekeeping and peacebuilding, (disaggregated by gender and country)  <b>Baseline:</b>  zero people trained at start of program in peacekeeping and peacebuilding  <b>Target:</b>  200 people trained in peacekeeping and peacebuilding</p> <p><b>Indicator 2:</b>  Number of Workshops/trainings conducted on peacekeeping and peacebuilding topics  <b>Baseline:</b>zero workshops/trainings conducted by CCCPA at start of the project  <b>Target:</b>  4 workshops/conferences and 8 trainings are implemented on peacekeeping and peacebuilding topics</p> <p><b>Indicator 3:</b>  Knowledge gained by participants as measured by pre-and post tests/surveys etc. (based on tool developed in Activity 3b)  <b>Baseline:</b>  Baseline to be determined during pre workshop/training tests/surveys etc. (based on tool developed in Activity 3b)  <b>Target:</b>  70% of participants demonstrate or perceive</p>	<p>d. Follow up group meeting with available participants and partners to assess impact of activities and develop future recommendations</p> <p><b>Activity Result 2-1: Training methodology, curricula and partnerships are developed</b></p> <p><i>Indicative Activities</i></p> <ol style="list-style-type: none"> <li>Recruit technical staff (Chief Technical Advisor, Researcher, Programme Associate and short-term consultants)</li> <li>Develop and conduct Research/ Situation Analysis</li> <li>Design training/workshop programme</li> <li>develop papers and briefs on findings; conference reports</li> </ol> <p><b>Activity Result 2-2: Training programs &amp; workshops in the area of:</b></p> <ul style="list-style-type: none"> <li>- Human Rights</li> <li>- Rule of Law</li> <li>- Transitional Justice</li> <li>- Transitional Issues</li> </ul> <p>are conducted</p> <p><i>Indicative Activities</i></p> <ol style="list-style-type: none"> <li>Implement 8 trainings on peacekeeping and peacebuilding issues targeting 200 stakeholders from Sahel region, North Africa</li> <li>Implement 4 workshops/ conferences on issues of transitions targeting participants from North Africa region</li> </ol> <p><b>Activity Result 2-3: Platform and mechanism to evaluate, follow up and outreach with alumni of training activities is operational</b></p> <ol style="list-style-type: none"> <li>Creation of database of people</li> </ol>	<p>CCCPA</p> <p>CCCPA  Relevant stakeholders (national counterparts and civil societies)</p> <p>CCCPA</p>	<p>USD 494,000</p>
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<p>their improved knowledge ; (in line with the developed indicator in activity 3b)</p> <p><b>Indicator 4:</b> Number of Research papers published on peacekeeping and peacebuilding topics</p> <p><b>Baseline:</b> zero research paper published by CCCPA on peacekeeping and peacebuilding topics</p> <p><b>Target:</b> 4 research papers are published on peacekeeping and peacebuilding topics</p>	<p>trained and experts in peacekeeping and peacebuilding issues</p> <p>b. Develop in training monitoring and evaluation mechanisms to assess percentage knowledge improvement.</p> <p>c. End of course evaluation of course content and trainers distributed to participants for feedback</p> <p>d. Follow up group meeting with available participants and partners to assess impact of activities and develop future recommendations</p>	
<p><b>Output 3:</b> <b>Improved knowledge and skills in conflict resolution and crisis management in North Africa, the Sahel and Great Lakes Region</b></p> <p><b>Indicator 1:</b> Number of participants trained in conflict resolution and crisis management (gender and country disaggregated)</p> <p><b>Baseline:</b> zero participants trained at start of programme</p> <p><b>Target:</b> 300 people are trained in conflict resolution and crisis management</p> <p><b>Indicator 2:</b> Number of trainings conducted in conflict resolution and crisis management</p> <p><b>Baseline :</b> zero trainings conducted at start of the project</p> <p><b>Target:</b> 12 trainings are conducted in conflict resolution and crisis management</p> <p><b>Indicator 3:</b> Knowledge gained by participants as</p>	<p><b>Activity Result 3-1: Training methodology, curricula and partnerships are developed</b></p> <p><i>Indicative Activities</i></p> <p>a. Recruit technical staff (Chief Technical Advisor, Researcher, Programme Associate and short-term consultants)</p> <p>b. Develop and conduct Research/ Situation Analysis</p> <p>c. Design training/workshop programme</p> <p>d. Edit and publish Research Materials</p> <p><b>Activity Result 3-2: Training programs &amp; workshops in the areas of:</b></p> <ul style="list-style-type: none"> <li>- Conflict Resolution</li> <li>- Crisis Management</li> </ul> <p><b>are conducted</b></p> <p><i>Indicative Activities</i></p> <p>a. Implement 4 trainings on Media and Conflict, targeting 100 from North Africa, the Sahel and Great Lakes region.</p> <p>b. Implement 4 trainings on conflict management and resolution issues, targeting 100 from North Africa, the Sahel and Great Lakes region.</p>	<p>CCCPA</p> <p>CCCPA Relevant stakeholders (national counterparts and civil societies)</p> <p>USD 620,000</p>

<p>measured by pre-and post tests/surveys etc. (based on tool developed in Activity 3b)</p> <p><b>Baseline:</b> Baseline to be determined during pre workshop/training tests/surveys etc. (based on tool developed in Activity 3b)</p> <p><b>Target:</b> 70% of participants demonstrate or perceive their improved knowledge ; (in line with the developed indicator in activity 3b)</p> <p><b>Indicator 4:</b> Number of Research papers published on conflict resolution and crisis management topics</p> <p><b>Baseline:</b> zero research paper published by CCCPA on conflict resolution and crisis management topics</p> <p><b>Target:</b> 2 research papers are published on conflict resolution and crisis management topics)</p>	<p>c. Implement 4 trainings on Crisis Management, targeting 100 from North Africa, the Sahel and Great Lakes region.</p> <p><b><u>Activity Result 3-3: Platform and mechanism to evaluate, follow up and outreach with alumni of training activities is operational</u></b></p> <p><i>Indicative Activities</i></p> <ol style="list-style-type: none"> <li>Creation of database of people trained and experts in conflict resolution and crisis management</li> <li>Develop in training monitoring and evaluation mechanisms to assess percentage knowledge improvement.</li> <li>End of course evaluation of course content and trainers distributed to participants for feedback</li> <li>Follow up group meeting with available participants and partners to assess impact of activities and develop future recommendations</li> </ol>	<p>CCCCPA</p>	<p><b>Output 4:</b> <b>Project Management Unit is established and operational</b></p> <p><b>Indicator 1:</b> PMU team recruited (yes/No)</p> <p><b>Baseline:</b> No</p> <p><b>Target:</b> Yes</p> <p><b>Indicator 2:</b> All PMU staff trained on monitoring and evaluation (yes/no)</p> <p><b>Baseline:</b> No</p> <p><b>Target:</b></p>	<p><b><u>Activity Result 1: Project Management Unit is established</u></b></p> <p><i>Indicative Activities</i></p> <ol style="list-style-type: none"> <li>Finalize (review) ToR and recruit project team that includes: Project Manager M&amp;E Officer Financial Officer</li> <li>Provide necessary trainings to Project Staffs</li> </ol> <p><b><u>Activity Result 2: M&amp;E and communication CCCPA is strengthened</u></b></p> <p><i>Indicative Activities</i></p> <ol style="list-style-type: none"> <li>Develop Monitoring and</li> </ol>	<p>UNDP/CCCCPA</p> <p>USD 182,851.85 (including Evaluation cost of approximately 30,000.00USD)</p>
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<p>sts/surveys etc. (based on tool developed in Activity 3b)</p> <p><b>baseline:</b></p> <p>aseline to be determined during pre workshop/training tests/surveys etc. based on tool developed in Activity b)</p> <p><b>target:</b></p> <p>0% of participants demonstrate or receive their improved knowledge ; in line with the developed indicator in ctivity 3b)</p>	<p>and experts in Peacekeeping and Peacebuilding issues</p> <p>2. Develop in training monitoring and evaluation mechanisms to assess percentage knowledge improvement.</p> <p>3. End of course evaluation of course content and trainers distributed to participants for feedback</p> <p>4. Follow up group meeting with available participants and partners to assess impact of activities and develop future recommendations</p>		X	X	X	X		Activity 2-3-3	USD 6,166.67
<p><b>Output 3:</b></p> <p><b>Improved knowledge and skills in conflict resolution and crisis management in North Africa, the Sahel and Great Lakes Region</b></p> <p><b>Indicator 1:</b></p> <p>umber of participants trained in onflict resolution and crisis management (gender and country disaggregated)</p> <p><b>baseline:</b></p> <p>ero participants trained at start of programme</p> <p><b>target:</b></p> <p>00 people are trained in conflict resolution and crisis management</p> <p><b>Indicator 2:</b></p> <p>umber of trainings conducted in onflict resolution and crisis management</p> <p><b>baseline :</b></p> <p>ero trainings conducted at start of he project</p> <p><b>target:</b></p> <p>2 trainings are conducted in conflict resolution and crisis management</p>	<p><b>Activity Result 3-1: Training methodology, curricula and partnerships are developed</b></p> <p><i>Indicative Activities</i></p> <p>1. Recruit technical staff (Chief Technical Advisor, Researcher, Programme Associate and short-term consultants)</p> <p>2. Develop and conduct Research/ Situation Analysis</p> <p>3. Design training/workshop programme</p> <p>4. Edit and publish Research Materials</p> <p><b>Activity Result 3-2: Training programs &amp; workshops in the areas of:</b></p> <p>- Conflict Resolution</p> <p>- Crisis Management</p> <p><b>are conducted</b></p> <p><i>Indicative Activities</i></p> <p>1. Implement 4 trainings on Media and Conflict, targeting 100 from North Africa, the Sahel and Great Lakes region.</p> <p>2. Implement 4 trainings on conflict management and resolution issues, targeting 100 from North Africa, the Sahel and Great Lakes region.</p> <p>3. Implement 4 trainings on Crisis Management, targeting 100 from North</p>		X	X	X	X	X	Activity 3-1-1 Activity 3-1-2 Activity 3-1-3 Activity 3-1-4	<p><i>Total:</i></p> <p>USD620,000</p> <p>USD 60,000</p> <p>USD 15,000</p> <p>USD 10,000</p> <p>USD 15,000</p> <p>USD 166,666.67</p> <p>USD 166,666.67</p> <p>USD 166,666.67</p>

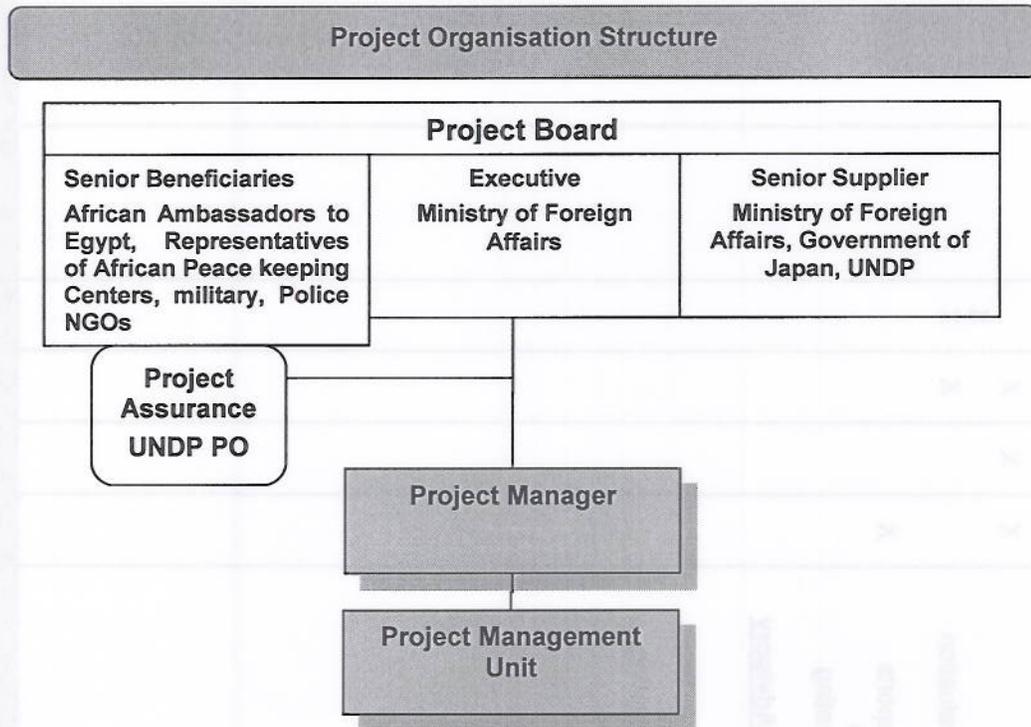
<p><b>Indicator 3:</b> Knowledge gained by participants as measured by pre-and post tests/surveys etc. (based on tool developed in Activity 3b) <b>Baseline:</b> Baseline to be determined during pre workshop/training tests/surveys etc. (based on tool developed in Activity 3b) <b>Target:</b> 70% of participants demonstrate or perceive their improved knowledge ; (in line with the developed indicator in activity 3b)</p> <p><b>Indicator 4:</b> Number of Research papers published on conflict resolution and crisis management topics <b>Baseline:</b> zero research paper published by CCCPA on conflict resolution and crisis management topics <b>Target:</b> 2 research papers are published on conflict resolution and crisis management topics</p>	<p>Africa, the Sahel and Great Lakes region.</p> <p><b>Activity Result 3-3: Platform and mechanism to evaluate, follow up and outreach with alumni of training activities is operational</b></p> <p><i>Indicative Activities</i></p> <ol style="list-style-type: none"> <li>1. Creation of database of people trained and experts in conflict resolution and crisis management issues</li> <li>2. Develop in training monitoring and evaluation mechanisms to assess percentage knowledge improvement.</li> <li>3. End of course evaluation of course content and trainers distributed to participants for feedback</li> <li>4. Follow up group meeting with available participants and partners to assess impact of activities and develop future recommendations</li> </ol>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>Activity 3-3-1</p> <p>Activity 3-3-2</p> <p>Activity 3-3-3</p> <p>Activity 3-3-4</p>	<p>USD 1,500</p> <p>USD 6,166.67</p> <p>USD 6,166.66</p> <p>USD 6,166.66</p>
<p><b>Output 4:</b> <b>Project Management Unit is established and operational</b></p> <p><b>Indicator 1:</b> PMU team recruited (yes/No) <b>Baseline:</b> No <b>Target:</b> Yes</p>	<p><b>Activity Result 4-1: Project Management Unit is established</b></p> <p><i>Indicative Activities</i></p> <ol style="list-style-type: none"> <li>1. Finalize (review) ToR and recruit project team that includes: <ul style="list-style-type: none"> <li>• Project Manager</li> <li>• M&amp;E Officer</li> <li>• Financial Officer</li> </ul> </li> <li>2. Provide necessary trainings to Project Staffs</li> </ol>	<p>X</p> <p>X</p>	<p>Activity 4-1-1</p> <p>Activity 4-1-2</p>	<p>Total: USD 182,851.85</p> <p>USD 89,851.85</p> <p>USD 15,000</p>

<p><b>Indicator 2:</b> All PMU staff trained on monitoring and evaluation (yes/no) <b>Baseline:</b> No <b>Target:</b> Yes</p> <p><b>Indicator 3:</b> Quarterly Progress reports prepared and submitted to UNDP by PMU (Yes/No) <b>Baseline:</b> Yes <b>Target:</b> Yes</p>	<p><b>Activity Result 4-2: M&amp;E and communication CCCPA is strengthened</b></p> <p><i>Indicative Activities</i></p> <ol style="list-style-type: none"> <li>Develop Monitoring and Evaluation Plan</li> <li>Prepare project progress reports</li> <li>Conduct Project Evaluation</li> <li>Organize Project Board meeting</li> </ol>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>Activity 4-2-1</p> <p>Activity 4-2-2</p> <p>Activity 4-2-3</p> <p>Activity 4-2-4</p> <p>Activity 4-3-1</p>	<p>USD 8,333.33</p> <p>USD 8,333.33</p> <p>USD 30,000</p> <p>USD 8,333.34</p> <p>USD 23,000</p>
						<p><b>Sub-Total</b> \$1,851,851.85</p>
						<p><b>GMS 8%</b> \$ 148,148.15</p>
						<p><b>TOTAL</b> \$2,000,000.00</p>

## V. MANAGEMENT ARRANGEMENTS

### 5.1 Management Structure

38. The project will be nationally executed and implemented by the MoFA, CCCPA, in accordance with the UNDP National Implementation (NIM) guidelines. UNDP rules and regulations for recruitment, procurement, and award criteria will be followed for all project activities related to the contracting of services, supplies and grants. The management arrangements for this project are in line with the UNDP requirements as reflected in the UNDP User Guide and are follows:



39. The Project Board, which contains three roles (Executive, Senior Supplier and Senior Beneficiary), will be established to take executive management decisions and provide guidance to the Project Manager, including final approval of project revisions and Annual Work Plans. However, any proposed/substantive amendments to the action and/or budget will be first submitted to the GoJ for prior approval. Project assurance reviews by this group will be made at designated decision points during the course of the project, or as necessary when raised by the Project Manager.
40. Minutes: The Project Manager will act as secretariat for the committee, being responsible for convening the meetings, preparing the agenda, overseeing preparation of materials for presentation to the meeting and for preparing and distributing minutes of the meetings.
41. Project Manager: will be responsible for overall management of the project that includes overseeing project (activities) implementation, reviewing/ revising work plan, overseeing M&E and reporting, monitoring and controlling budget and communicating with UNDP and Government of Japan, to ensure timely delivery and achievement of the project. The PM will also be responsible for the project's networking and outreach with potential implementing partners and beneficiary organisations. The PM will manage the PMU. The draft Terms of Reference for PM is attached as Annex II.
42. The Project Management Unit (PMU): will be responsible for implementation, coordination and overall management of the project, including compliance with financial and progress reporting

requirements of the Egyptian Ministry of Foreign Affairs, UNDP, and those of funding partners. The PMU will manage technical staff such as Chief Technical Advisor, Researcher, Programme Associates and short-term consultants, who will be recruited under each output for relevant needs of activities. The PMU is also responsible for maintaining budgets as well as for ensuring independent auditing and evaluation of the project as per the UNDP NIM guidelines. The PMU reports directly to the Director of CCCPA. It includes the staff outlined in the RFF.

43. **Project Assurance:** The role is held by UNDP and supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures that the project is implemented to achieve results as planned in a timely and efficient manner. UNDP is responsible for designating a person to provide this oversight, which is mandatory for all projects.

## 5.2 Project Coordination

44. **The Operational Unit for Development Assistance (OUDA) of the Ministry of International Cooperation:** Upon the official request from the MoFA, and in accordance with UNDP rules and regulations in that matter, OUDA may provide administrative support to the project such as the recruitment of staff and consultants and procurement of equipment upon request from CCCPA. Any OUDA fees will be charged to the respective budget lines.
45. In accordance with the decisions and directives of UNDP's Executive Board:
  - The contribution shall be charged: cost recovery of 8% for the provision of General Management Support (GMS) by UNDP headquarters and country offices.
  - Direct costing will be charged according to the Universal Price List
46. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
47. The project will be implemented with the involvement of UNDP Bureau of Crisis Prevention and Recovery and the fund will be channelled through the country window of the UNDP's Thematic Trust Fund for Crisis Prevention and Recovery.
48. Interest income and unspent balance will be handled in line with the policies and procedures of Japan-UNDP Partnership Fund. If there is a necessity to change the period, content, or budget of the project, the CCCPA and UNDP Egypt will consult with the Embassy of Japan in Egypt in advance.

## 5.3 Communication Strategy and Donor Visibility

49. Unless the Government of Japan requests or agrees otherwise, UNDP and the project shall take appropriate measures to publicise and make visible the partnership and funding from the Government of Japan. Information given to the press and beneficiaries, all related publicity material, official notices, reports and publications shall acknowledge the Government of Japan and shall display the development partners' logo in an appropriate way.

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## **VI. FINANCIAL ARRANGEMENTS**

50. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
51. All financial accounts and statements shall be expressed in United States dollars.
52. Any interest income attributable to the contribution shall be treated in accordance with the Japan-UNDP agreement on Arrangement for the Interest income derived from Japan-UNDP Partnership Fund.
53. UNDP will consult with the Government of Japan on the use/disposal of any remaining fund balance which might exist upon termination of the project.
54. In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged:

- a. 0% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- b. Direct costing will be charged according to the Universal Price List
55. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
56. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP and audit fees shall be charged to the project budget.

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## VII. MONITORING FRAMEWORK AND EVALUATION

### 6.1 M&E Framework

57. The project will recruit an M&E officer, who will be in charge of setting up monitoring plan and implementation modality, overseeing monitoring in the field and drafting reports in accordance with the plan. In addition, he/she will support PMU to assess the impact of activities provided.

### 6.2 Monitoring and Reporting

58. The project will be monitored in accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

#### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- Accordingly, UNDP shall submit to the Government of Japan a final report and a mid-term report (capturing progress of activities and disbursements and with photographs, if possible) together with the financial report capturing progress and disbursement of activities agreed upon in the present proposal.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

#### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- A **Final Project Review** shall be conducted during the fourth quarter of the last year of the project by the Project Board as basis for assessing performance, contribution to related outcomes, and determining lessons for broader application. Using the final Project Review Report, the Lessons Learned Report and other documentation as appropriate, the Project Board should assess in this meeting the performance and success of the project, and its contribution to related outcomes.

**Project Evaluation:** The project will be evaluated according to UNDP Rules and Regulations and as per the agreement of parties at Project Board Meeting.

#### 6.2 Monitoring and Evaluation Resources:

59. Appropriate financial resources must be allocated to ensure that the above proper project monitoring and review/evaluation is carried out. Therefore, up to USD 30,000 will be allocated to monitoring and evaluation activities.

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### VIII. GENDER STRATEGY

60. To maximise impact of its training, CCCPA has managed, over the course of 2013 and in partnership with the Finnish Crisis Management Centre, to mainstream gender across all its training programmes. While the project does not compose outputs that particularly aim at women empowerment in the area of peacekeeping and peacebuilding, CCCPA is making an effort to mainstream gender across its various training courses, by developing gender awareness through the use of gender analysis and presenting topics from a gender perspective in order to implement UNSCR 1325.
61. In addition to this, the project will equally strive to ensure that there is female representation on all of its courses. The gender breakdown of participants in all activities in the first half of 2013 shows 27% of representation of female participants. The project will continue to stress the need for female participants to all agencies and organizations.

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### IX. LEGAL CONTEXT

#### 7.1 Legal Context

This document together with the CPAP signed by the Egyptian Government and UNDP which is incorporated by reference constitute a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) [or other appropriate governing agreement]. All CPAP provisions apply to this document.

Consistent with the Article III of SBAA, the responsibility for the safety and security of the personnel and property of the implementing partner, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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 implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

X. ANNEXES

**ANNEX 1: Risk Log**



<b>Project Title:</b> Enhancing the capacity of local actors in efforts to improve Peace and Stability in North Africa, the Sahel and Great Lakes	<b>Award ID:</b> 00080290	<b>Date:</b>
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#	Description	Date Identified	Type	Impact & Probability (Score from 1-5)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Regional countries may choose not to participate in trainings due to political or security issues	Mar 2014	Political	Probability: 5 Impact: 3	<ul style="list-style-type: none"> <li>Expand target beneficiary groups</li> <li>Training restructured to address sensitivities</li> </ul>	CCCPA			
2	CCCPA have limited oversight over the selection of trainees particularly regional participants.	Mar 2014	Strategic	Probability:3 Impact:3	<ul style="list-style-type: none"> <li>Continued communication with counterparts to insist on CCCPA oversight of selection of trainees with appropriate background</li> <li>More comprehensive database of participants being developed with full CV</li> </ul>	CCCPA			
3	Some project areas may be sensitive to some governmental partners	Mar 2014	Political	Probability: 3 Impact: 3	<ul style="list-style-type: none"> <li>Hold workshops with relevant stakeholders to try to resolve sensitive issues so they may be addressed</li> <li>Sensitive use of language</li> </ul>	CCCPA			
4	Access to CCCPA headquarters denied/restricted	Mar 2014	Political	Probability:2 Impact: 3	<ul style="list-style-type: none"> <li>Reschedule training</li> <li>Training moved to alternative location</li> <li>Participants confined to hotel and training venue</li> <li>Work remotely</li> </ul>	CCCPA			



## **ANNEX II: Draft Terms of Reference**

### **Project Manager**

- I. **Project Title:** Consolidating Peace and Stability in North Africa, the Sahel and Great Lakes  
II. **Post Title:** Project Manager  
III. **Contract Duration:** 1 year possible to extension for the duration of the project  
IV. **Project Duration:** March 2014- February 2015  
V. **Implementing Partner:** CCCPA  
VI. **Deadline for Application:** XXX

### **VII. Background:**

Over the course of 2013, many North African countries, the Sahel region and Great Lakes who have been struggling to manage long protracted transitions in a very fluid environment, found themselves facing a plethora of new and more complex challenges both as a result of internal and regional issues.

CCCPA has been supported by a UNDP project funded by the Government of Japan, with the aim of strengthening its institutional capacity and providing various partners in the region with trainings to build capacities in peacebuilding and peacekeeping. Based on the achievements made and lessons learnt so far, the programme aims to enhance the capacities of national and regional actors in the areas of border management, peacekeeping and peacebuilding, conflict resolution and crisis management, to ensure they have the necessary skills for appropriate and timely responses to incidents that threaten peace and stability

The expected project's outputs are:

- Capacities of national/regional authorities and stakeholders in North Africa, the Sahel and Great Lake in border management are enhanced
- Capacities of national/regional authorities and stakeholders in North Africa, the Sahel and Great Lake in Peacekeeping and Peacebuilding are enhanced
- Capacities of national/regional authorities and stakeholders in North Africa, the Sahel and Great Lake in conflict resolution and crisis management are enhanced
- Project Management Unit is operational.

**The Project Manager** will be responsible for overall project coordination and financial control of the project . His/her role and responsibilities are given in **Para VIII** hereunder.

### **VIII. Responsibilities:**

The overall responsibility of the Project Manager is to successfully run the project, oversee the production of deliverables; leading the project team and notifying the Project Board for decisions. These specific responsibilities include the following:

#### **1. Management:**

- Assumes operational management of the project in consistency with the project document
- Ensures that UNDP rules and regulations are implemented in all projects' activities, procurement and recruitment cases and others
- Manages project staff
- Participates in all project meetings and annual reviews
- Liaises with UNDP Programme Officer on daily/weekly basis to ensure proper monitoring and realizing results
- Supports resource mobilization efforts for project outputs and insures cost sharing paid on time where applicable
- Oversees the designing and execution of a communication plan to support the project outputs
- Ensures that UNDP is invited to all important meetings

#### **2. Technical**

- Assumes overall responsibility for the successful execution and implementation of the project towards achieving the outputs
- Prepares annual and detailed Quarterly Work Plans (QWP) and discusses draft with UNDP and executing agency
- Obtains approval on QWPs and Annual Work Plans (AWP) from the Project Board
- Implements quarter work plans and monitors activities
- Ensures proper resources and level of effort provided for timely delivery of activities

- Plans and arranges, in consultation with UNDP, the procurement of project services in line with laid out process
- Shares with UNDP draft document and outputs for comments, as well as final products
- Prepares TOR for relevant project's staff and consultants and follow up their work
- Prepares Requests for Proposals (RFPs) and concludes negotiations for subcontracts

### 3. **Financial**

- Acts on behalf of the executing agency in preparing and adjusting commitments and expenditures.
- Acts as the sole authorizing officer for all project financial transactions (i.e. approve all financial expenditures and sign all direct payments.)
- Authorizes commitments of resources and expenditures for inputs including staff, consultants, goods and services, sub-contracts and training
- Acts as the Responsible officer for the delivery of project's services and achieving annual financial targets;
- Manages the project resources e.g. vehicles, office equipment, furniture and stationery procured under the project and maintains asset register;
- Ensures that appropriate accounting records are kept and organized;
- Facilitates and cooperate with audit requirements at all times, as required.
- In case of multiple financing, the audit requirements of each funding partner are to be met.

### 4. **Reporting**

- Prepares draft technical and other documents as required including the reporting on the following requirements:
  - Monthly and quarterly technical reports of progress on project activities and financial statements of expenditure for the project;
  - Annual project reports (APRs) and a Terminal Report at the end of the project in line with UNDP's formats;
  - Final financial report at the end of the project;
  - Technical, policy and briefing papers as requested by UNDP and the executing agency;
  - Any documents needed for the Project Board meeting and other meetings.
- In case of collaborative arrangements, reporting requirements of each partner are to be met.

### 5. **Facilitation**

- Ensures the visibility of the UNDP and the Government of Japan ensures their names and logos are mentioned in all publications, workshops, and activities of the project;
- Serves as the focal point of the project for coordination of the project activities with UNDP, the Government and other partners;
- Ensures that the Government's in kind inputs for the project are available;
- Leads efforts to build partnerships for the support of outputs indicated in the project document;
- Any other business as required

## **IX. Qualifications and Competencies:**

- Advanced degree in a relevant discipline (political science, conflict prevention and peace keeping, diplomatic studies, economics, development etc.)
- At least five years work experience in international development preferably in areas related to peace building, conflict prevention and peacekeeping.
- Proven experience in coordinating large scale, donor funded development projects in the areas of capacity development for peace building and conflict prevention including sound knowledge on results based management techniques, financial and administrative management, stakeholder engagement processes, technical evaluation processes, consultants recruitment processes, technical report writing, etc.
- Previous experience in reporting and carrying out capacity building efforts in conflict prevention and peace building Egypt
- High level of communications and presentations skills and ability to communicate effectively with different groups (decision makers, consultants, community, private sector, entrepreneurs, researchers, bankers)
- Demonstrated experience and qualifications in capacity building for conflict resolution, conflict prevention and peace building.
- Fluency in English and Arabic.





## Annual Work Plan

Egypt - Cairo

Project: 00080290

Project Title: CCCPA Phase II

Year: 2014

Report Date: 13/5/2014

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Donor	Budget Descr	Amount US\$		
00090042 CCCPA Phase II	Output 1-Evaluation& Follow	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	74500	Miscellaneous Expenses	1,125.00
					26960	JPN	72500	Supplies	1,800.00
					26960	JPN	75100	Facilities & Administration	234.00
	Output 1-Training Methodolo	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	6,138.80
					26960	JPN	72700	Hospitality/Catering	5,560.00
					26960	JPN	71600	Travel	5,993.00
					26960	JPN	71400	Contractual Services - Individ	55,950.00
					26960	JPN	74500	Miscellaneous Expenses	3,400.00
					26960	JPN	71300	Local Consultants	5,842.00
	Output 1-Workshops	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	73400	Rental & Maint of Other Equip	1,500.00
					26960	JPN	72100	Contractual Services-Companie	157,311.00
					26960	JPN	71300	Local Consultants	28,200.00
					26960	JPN	71600	Travel	144,561.00
					26960	JPN	75100	Facilities & Administration	26,945.76
					26960	JPN	72500	Supplies	5,250.00
Output 2-Evaluation& Follow	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	74500	Miscellaneous Expenses	1,500.00	
				26960	JPN	75100	Facilities & Administration	120.00	
				26960	JPN	72500	Supplies	4,500.00	
Output 2-Training Methodolo	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	71600	Travel	13,450.00	
				26960	JPN	71400	Contractual Services - Individ	55,950.00	
				26960	JPN	75100	Facilities & Administration	5,912.00	
Output 2-Workshops	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	74500	Miscellaneous Expenses	5,250.00	
				26960	JPN	71300	Local Consultants	25,485.00	
				26960	JPN	71600	Travel	139,428.00	
				26960	JPN	75100	Facilities & Administration	23,567.28	
				26960	JPN	72100	Contractual Services-Companie	124,428.00	
				26960	JPN	75100	Facilities & Administration	1,221.36	
Output 3-Evaluation& Follow	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	71600	Travel	15,267.00	
				26960	JPN	71400	Contractual Services - Individ	64,500.00	



## Annual Work Plan

Egypt - Cairo

Project: 00080290

Project Title: CCCPA Phase II

Year: 2014

Report Date: 13/5/2014

Output	Key Activities	Timeframe		Responsible Party	Planned Budget					
		Start	End		Fund	Donor	Budget Descr	Amount US\$		
Output 3-Training Methodolo	Output 3-Training Methodolo	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	74500	Miscellaneous Expenses	3,000.00	
				Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	7,080.00	
				Cairo Regional Peacekeeping Ce	26960	JPN	72700	Hospitality/Catering	6,000.00	
				Cairo Regional Peacekeeping Ce	26960	JPN	71600	Travel	15,000.00	
	Output 3-Workshops		1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	74500	Miscellaneous Expenses	6,000.00
					Cairo Regional Peacekeeping Ce	26960	JPN	72100	Contractual Services-Companies	144,000.00
					Cairo Regional Peacekeeping Ce	26960	JPN	71600	Travel	156,900.00
					Cairo Regional Peacekeeping Ce	26960	JPN	73100	Rental & Maintenance-Premises	25,500.00
					Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	28,898.64
					Cairo Regional Peacekeeping Ce	26960	JPN	71300	Local Consultants	28,833.00
Output 4-M&E		1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	3,300.00	
				Cairo Regional Peacekeeping Ce	26960	JPN	71300	Local Consultants	41,250.00	
Output 4-PMU		1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	5,760.00	
				Cairo Regional Peacekeeping Ce	26960	JPN	71400	Contractual Services - Individ	72,000.00	
<b>TOTAL</b>									<b>1,473,900.84</b>	
<b>GRAND TOTAL</b>									<b>1,473,900.84</b>	



## Annual Work Plan

Egypt - Cairo

**Project:** 00080290

**Project Title:** CCCPA Phase II

**Year:** 2015

**Report Date:** 13/5/2014

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr		Amount US\$
							Fund	Budget Descr	
00090042 CCCPA Phase II	Output 1-Evaluation& Follow	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	72500	Supplies	600.00
					26960	JPN	74500	Miscellaneous Expenses	375.00
					26960	JPN	75100	Facilities & Administration	78.00
	Output 1-Training Methodolo	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	71300	Local Consultants	1,410.00
					26960	JPN	71400	Contractual Services - Individ	18,650.00
					26960	JPN	74500	Miscellaneous Expenses	1,200.00
					26960	JPN	75100	Facilities & Administration	2,025.20
					26960	JPN	71600	Travel	2,055.00
					26960	JPN	72700	Hospitality/Catering	2,000.00
	Output 1-Workshops	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	8,978.24
					26960	JPN	72500	Supplies	1,750.00
					26960	JPN	71600	Travel	48,189.00
					26960	JPN	71300	Local Consultants	9,350.00
					26960	JPN	73400	Rental & Maint of Other Equip	500.00
					26960	JPN	72100	Contractual Services-Companie	52,439.00
Output 2-Evaluation& Follow	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	74500	Miscellaneous Expenses	500.00	
				26960	JPN	75100	Facilities & Administration	40.00	
				26960	JPN	72500	Supplies	1,500.00	
Output 2-Training Methodolo	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	71400	Contractual Services - Individ	18,650.00	
				26960	JPN	71600	Travel	5,150.00	
				26960	JPN	75100	Facilities & Administration	2,024.00	
				26960	JPN	71300	Local Consultants	8,507.00	
Output 2-Workshops	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	71600	Travel	46,476.00	
				26960	JPN	75100	Facilities & Administration	7,866.72	
				26960	JPN	72100	Contractual Services-Companie	41,476.00	
Output 3-Evaluation& Follow	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	74500	Miscellaneous Expenses	1,750.00	
				26960	JPN	71600	Travel	5,089.00	
Output 3-Training Methodolo	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	407.12	
				26960	JPN	74500	Miscellaneous Expenses	1,000.00	



## Annual Work Plan

Egypt - Cairo

Project: 00080290

Project Title: CCCPA Phase II

Year: 2015

Report Date: 13/5/2014

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				Amount US\$
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
	Output 3-Training Methodolo	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	71600	Travel	5,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	2,360.00
				Cairo Regional Peacekeeping Ce	26960	JPN	71400	Contractual Services - Individ	21,500.00
				Cairo Regional Peacekeeping Ce	26960	JPN	72700	Hospitality/Catering	2,000.00
	Output 3-Workshops	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	74500	Miscellaneous Expenses	2,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	9,632.88
				Cairo Regional Peacekeeping Ce	26960	JPN	72100	Contractual Services-Companies	48,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	71300	Local Consultants	9,611.00
				Cairo Regional Peacekeeping Ce	26960	JPN	71600	Travel	52,300.00
				Cairo Regional Peacekeeping Ce	26960	JPN	73100	Rental & Maintenance-Premises	8,500.00
	Output 4-CCCPA Advisory E	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	1,840.00
				Cairo Regional Peacekeeping Ce	26960	JPN	72100	Contractual Services-Companies	23,000.00
	Output 4-M&E	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	72700	Hospitality/Catering	8,851.85
				Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	1,808.15
				Cairo Regional Peacekeeping Ce	26960	JPN	71300	Local Consultants	13,760.00
	Output 4-PMU	1/3/14	28/2/15	Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	1,920.00
				Cairo Regional Peacekeeping Ce	26960	JPN	71400	Contractual Services - Individ	24,000.00
<b>TOTAL</b>									<b>526,099.16</b>
<b>GRAND TOTAL</b>									<b>526,099.16</b>