



UNITED NATIONS DEVELOPMENT PROGRAMME

AFRICAN CENTRE FOR STRATEGIC RESEARCH AND STUDIES, NATIONAL DEFENCE COLLEGE NIGERIA

AND

NIGERIAN ARMY PEACE KEEPING CENTRE, KADUNA

Strengthening the Capacity of West Africa's Peace Support Operations in Nigeria

PROJECT DOCUMENT

United Nations Development Programme

Country: NIGERIA

Project Document

Project Title:

Strengthening the Capacity of West Africa's Peace Support Operations in Nigeria.

UNDP Strategic Outcome:

Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including climate change.

UNDAF Outcome:

By 2017 the occurrence and effects of conflicts and violence are reduced by the establishment of a peace architecture informed by evidence based EWEA methodologies and tolerant, peace loving and resilient communities

Expected Output(s):

Improved integrated PSO capability of military, police and civilian personnel in West Africa.

Implementing Partner:

ACSRS, National Defence College, Abuja; and Nigerian Army Peace Keeping Centre, Kaduna (NAPCK)

Responsible Parties:

UNDP-Nigeria, Ministry of Defence, ACSRS, National Defence College, Abuja and NAPCK

Brief Description

The project aims to strengthen the capacity of West Africa's Peace Support Operations training in Nigeria in order to effectively maintain peace and security in Africa in particular and the world in general.

Programme Period: 1 year

Key Result Area (Strategic Plan): Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions.

Atlas Award ID: _____

Start date: 1 March, 2014

End Date: 28 February, 2015

Management Arrangements: National Implementation (NIM)

Total resources required USD 500,000

Total allocated resources: USD 500,000

- Other:
 - Donor Government of Japan
 - USD 500,000

Agreed by (Government)

National Planning Commission, Nigeria

Agreed by UNDP:

Resident Representative

ACCRONYMS

ACSRs	-	African Centre for Strategic Research and Studies
BCPR	-	Bureau for Crisis Prevention and Recovery
CIMIC	-	Civil Military Cooperation Course
ECOWAS	-	Economic Community for West Africa States
NA	-	Nigerian Army
NAPCK	-	Nigerian Army Peacekeeping Centre, Kaduna
NDC	-	National Defence College
NPF	-	Nigeria Police Force
PRRF	-	Project Results and Resources Framework
PSO	-	Peace Support Operations
UNDP	-	United Nations Development Programme

1.0 Situation Analysis

Nigeria plays a leading role in global and regional Peace Support Operations (PSO) dating back to the 1960 when a detachment of the Nigerian Army (NA) and Nigeria Police Force (NPF) was deployed to the Congo to restore peace. Since then, Nigeria has participated in over 40 United Nations mandated PSOs. At the regional level, Nigeria has spearheaded PSO missions in Chad, Sierra Leone, Liberia, Guinea Bissau and more recently in Mali. The country, therefore, has devoted both enormous human and material resources towards the maintenance of international peace and security in many parts of the world and in the West Africa sub-regions in particular resulting in deployment of well over 300,000 troops and billions of dollars incurred in expenses. This pivotal role demands that the country possesses excellent PSO training capacity in order to effectively contribute to the global peace and security.

The African Centre for Strategic and Research Studies has the regional mandate to provide integrated PSO training at the strategic level for the West Africa. The Centre, which is under the management of the National Defence College, Abuja, was established in 1992 to provide a platform for strategic level training for contemporary PSO and strengthening the capacity for West Africa and Nigeria's involvement in peacekeeping operations world-wide.

1.1. Past Efforts and Lessons Learnt:

The Government of Japan in 2010 supported the ACSRS through UNDP to strengthen its institutional capacity to contribute effectively to the success of global PSO missions by training competent and qualified personnel at strategic level that can be deployed for PSO missions from West Africa and Nigeria in particular. A grant of US\$1,000,000 was provided by the Government of Japan with further financial contribution of US\$171,746 from UNDP Nigeria.

Achievements: the following achievements were recorded under the past project:

- Capacity assessment of the ACSRS to identify gaps in the PSO training conducted.
- Five trainers' manuals and five participants' manuals on five courses developed. These five courses include:
 - Foundation Course for Peace Support Operations;
 - Security Sector Reform and Governance Course;
 - Defence and Security Management Course;
 - Protection of Civilians in Armed Conflict Course; and
 - Policing Sustainable Peace: The Role of Police/Gendarmerie Officers in the Management of Peace Support Operations.
- A 30 en-suite rooms, 2 executive suites in a 2-storey building plus facilities such as office accommodation, a shop, a dinning space, laundry room, lounges on each floor and a gymnasium residential accommodation for course participants completed and commissioned.

Lessons Learnt: Some of the lessons' learnt under the past project which can be factored into the current project to ensure smooth, timely and successful implementation of this project include:

- The period between project design/formulation and commencement of implementation was too long (approximately 2 years) leading to significant increase in project estimated costs due to inflationary rates.
- Time taken (6 months) to get the government of Nigeria to sign the project document was too long and unhealthy to the achievement of the project intended outputs.
- The estimates for the project activities, especially the provision of residential accommodation, were not computed by professionals as the cost estimates contained in the project document were grossly inadequate.
- Regular monitoring of project activities would enhance quality, timeliness and effective delivery.

This current support seeks to build on these achievements recorded under the past project and address the challenges identified. Specifically, the ACSRS now has residential accommodation and can run courses on regular basis without hitch.

The manuals developed on five major courses which could not be fully utilized under the past project **will be used to run several trainings on these courses particularly the 3 key ones specified in this project.**

2. Strategic Objective:

The project aims to strengthen the capacity of West Africa's Peace Support Operations training in Nigeria in order to effectively maintain peace and security in Africa in particular and the world in general.

Under this overarching objective, the project aims at supporting ACSRS/NDC, Abuja and Nigerian Army Peacekeeping Centre, Kaduna (NAPCK) to strengthen its training capability in PSOs in Africa for peace and security through a regional conflict prevention, management and resolution capacity able to respond to crises within Africa and beyond. The project is designed for one year and necessary support will be provided to upgrade technical, management, networking and research capabilities of ACSRS and NAPCK. In addition, the project will also demonstrate gender mainstreaming in peacekeeping and PSOs in line with UN Security Council Resolutions 1325 (2000) and 1820 (2008). Criteria for selection of participants will emphasise a 30% gender representation for each training.

3. Project Output and Planned Activities:

To achieve the project objective outlined above, the project will produce one major output and 3 main activities. All the three activities have been carefully selected to consolidate on the past support geared at strengthening capacity for West Africa PSOs through training to meet the particular demands and skill requirements for military, police and civilian personnel to be engaged in PSO missions.

Output 1: Improved integrated PSO capability of military, police and civilian personnel in West Africa.

The current conflict environment in Africa and world-wide demands that PSO's training covers the entire spectrum of conflict and conflict-related sectors to sharpen the knowledge and skills of PSO personnel to respond to the prevailing challenges of peacekeeping. The project output which results from the outcome of the past effort will cover PSO training courses in 3 critical subject areas as illustrated in the following planned activities:

Besides improving the quality of the target beneficiaries, this output will also respond to the growing needs by offering a greater number of courses to participants in Nigeria and West Africa sub-region. The participants after their training will be ready for deployment on PSO mission areas in Africa and beyond.

Planned Activities:

Based on the assessment of the training capacity gaps, the following training needs are identified, and the following activities will be undertaken under this project, by the two key partners:

3.1 Protection of Civilian Course: The dramatic increase and complexity in inter-state conflicts resulting from breakdown of government institutions and unconstitutional changes of government due to numerous social, political and economic factors, ethnic and religious dimensions have dictated that PSO missions should be more civilian driven than military or police. The reality, however, is that the officers, as well as, civilians deployed in PSO missions lack requisite knowledge and skills on the protection of civilians in an attempt to actualise their mandates of maintaining and sustaining peace and security. This lack of knowledge and skill has exacerbated the sufferings of the civilian population, heightened humanitarian crises and sometimes led to protracted crises. The protection of civilian course will build and sharpen the capacity of prospective peacekeepers at strategic level for effective protection of civilians, provision of a secure environment for economic reconstruction and development, as well as successful return of internally displaced persons and refugees to their respective homes.

This 2 week course will be run for at least 2 sessions within this project cycle targeting 25-30 participants per session.

3.2 Foundation Course on Peace Support Operations: Often times, many civilians deployed for PSOs lack the basic knowledge of peacekeeping and have only vague understanding of their expected roles and functions in a PSO mission. This knowledge gap deprives the civilian personnel deployed in PSO missions of contributing their best to achieve the mission's overall mandate.

This training will strengthen the capacity of civilian personnel on the contemporary PSOs. It will provide PSO civilian personnel with the basic knowledge of peacekeeping and their expected roles and functions in a peacekeeping mission. The training will comprise thought subjects and physical training including the use of communication gadgets, map reading, mine awareness and driving skills.

This training runs for 2 weeks and at least two sessions are being targeted under this project with each session hosting 25-30 participants.

3.3 Civil Military Co-operation Course: The nature of current violent conflicts across the globe which is usually complex, multi-dimensional and unpredictable has diminished the validity of traditional approach to PSO missions. The scale and nature of the risks and challenges associated with this multi-national and multi-agency PSO environments require greater understanding of the local communities and civil society groups. It is, therefore, obvious that military successes alone will achieve little beyond containment of a conflict situation, unless the conditions for the pursuit of civil objectives by civil actors are created. Consequently, military peace support operations now take place within a wider political and civil context than before. The need to train and prepare troops to be deployed to PSO missions in this critical area becomes essential.

The Civil Military Cooperation Course (CIMIC) prepares commanders and troops to take cognisance of social, political, cultural, religious, economic, environmental and humanitarian issues among others when planning and conducting military operations in support of peace during PSO missions. This training is designed for 2 weeks and 2 training sessions are being targeted within the duration of this project. 25-30 participants will take part in each session.

At least 2 sessions of each of the three above-identified courses will be conducted within the project cycle targeting a minimum of 150 participants in all.

These trainings will help to create a pool of PSO trained personnel in military, police and civilians with knowledge and skills on all aspects of PSO missions and ready for deployment at shortest possible time in Nigeria and West Africa sub-region. This capacity building training will help to foster sustainable peace, prevent crises from escalating, deteriorating or relapsing particularly in countries that PSOs have restored relative peace and security.

4 Target Beneficiaries

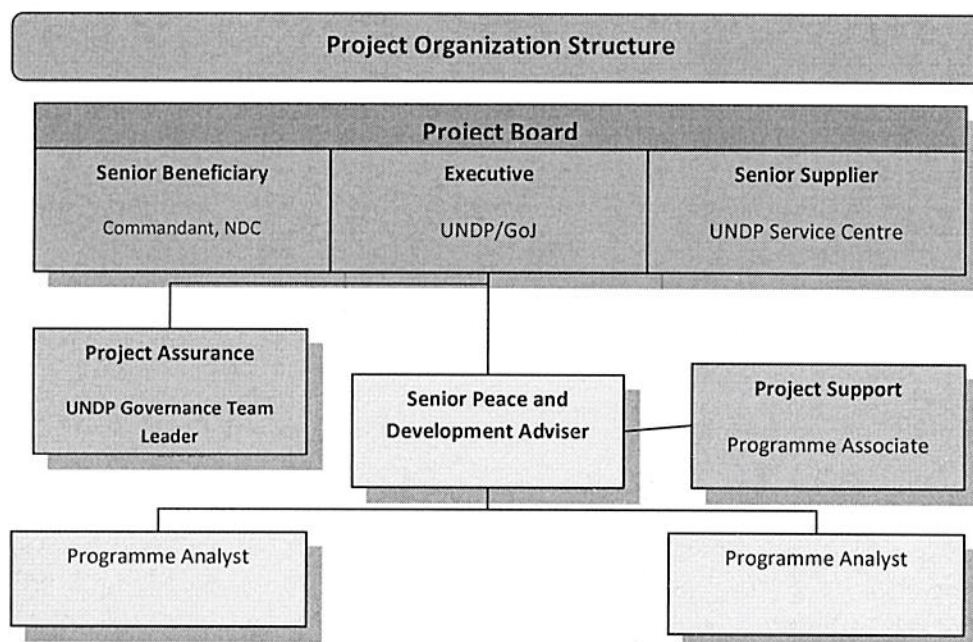
The direct beneficiaries of the project include approximately 150 military, police and civilian participants of the integrated PSO training drawn from all West Africa. The staff of ACSRS/NDC, NAPCK, ECOWAS, Nigerian military establishment as well as other related institutions in the sub-region will benefit through individual as well as institutional capacity building. Particular attention will be made to ensure that 30% of course participants and staff that will benefit from the project are women. Descriptions of target beneficiaries of training courses are detailed in the PRRF.

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

5 Management Arrangements

The project will be executed using National Implementation (NIM) modality. The UNDP Country Office will be held accountable for the financial management and overall reporting aspects of the project on behalf of the Japanese Embassy and other contributing partners (if any) while the implementing partners have responsibilities for the timely and effective implementation of the project activities, reporting and achievement of the project deliverables.

For purposes of implementation of this project, the implementing partners will secure the services of the consultants (local and international) in accordance with international best practices. A Project Steering Committee will be established with membership drawn from key partners including UNDP, National Planning Commission, the National Defence College, Ministry of Defence, and the Japanese Embassy and other relevant partners. The Project Steering Committee will provide policy direction for the overall management of the project and review progress of the implementation of the project.



5.1 Financial Arrangements:

The project will be executed using National Implementation (NIM) modality. A management fee of 8% will be charged by UNDP to the value of the contribution, pursuant to the UNDP Board-endorsed policy on the recovery of General Management Support (GMS) costs for managing this project on behalf of the Japanese Government.

Interest income and unspent balance as applicable to this project will be handled according to the terms, policies, and procedures of the Japan-UNDP partnership fund.

UNDP will submit an interim (mid-term) report as well as a final report upon project closure, including a financial report.

If there is a necessity to change the period, the content or the project budget, ACSRS and UNDP will consult with the Embassy of Japan in Nigeria in advance.

5.2 Equipment:

The general policies and procedures governing procurement, recruitment and contracting of inputs as set out by the UNDP shall be used for project implementation. Where the procurement, recruitment and utilization of inputs involve complex and/or technically sophisticated issues of a specialized nature, the executing agent may request the assistance of an implementing agent such as a United Nations agency. Such agent(s) may apply the procedures, rules and conditions of their respective organizations in rendering the assistance.

The equipment procured with the project funds shall be disposed of at the end of the project in accordance with the UNDP rules and regulations governing disposal of equipment.

5.3 Audit:

In compliance with the UNDP Country Office's support to NEX auditing rules, the UNDP will contract an auditor to undertake annual review of the project and its finances. This will include a review of the effectiveness of the activities undertaken in relation to the funds expended and commitment to the principle of transparency and accountability to the stakeholders in general and the donors in particular.

5.4 Monitoring and Evaluations

The project will be subject to standard UNDP procedures and policies for monitoring and evaluation. The monitoring and evaluation process will use the quantitative and qualitative performance indicators detailed against each of the project objective(s). The monitoring of the project implementation to provide early indications of progress, or lack thereof, will be done regularly by all the parties involved in the project implementation through field visits, systematic reporting, quarterly meetings of the Steering Committee, on time annual review meeting and report of study on knowledge and experience gained. Reports of field visits, quarterly progress reports, an annual project performance report and a terminal report will be produced and will be disseminated to all the stakeholders.

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

- Adherence to the business case (on behalf of the Executive);

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

The Project Steering Committee will meet quarterly to review project implementation and advice accordingly.

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

The National Defence College and the Nigerian Army Peacekeeping Centre will appoint a focal point each who would serve as Project Managers and be responsible for the day-to-day project implementation and monitoring and devising corrective actions if required. In order to facilitate implementation, the National Defence College and Nigerian Army Peacekeeping Centre will set up a Project Implementation Team comprising both technical and administrative staff of the two institutions. One joint quarterly monitoring progress reports shall be submitted by the Project Managers to the UNDP country office, and annual and mid-term evaluation exercises will be undertaken by the Project Implementation Team and partners of the project. The reports of the monitoring and evaluation will be shared with partners and fed into the implementation of the next term of the year.

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

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

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

5.5 Risk Management:

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

- Sudden breakout of violence in Nigeria at a mass scale that will undermine the security training environment under the project;
- Disagreement among management teams and participating government agencies thus causing delay in implementation; and

The Nigeria government is committed to the project and would deploy resources to ensure that the project is implemented as designed. The government is determined to prevent any occurrence of breakdown of law and order in such a scale that would hamper the implementation of the project. That commitment has been extended and expressed in the readiness of participating agencies to identify and release course participants.

5.6 Communication, Publication and Publicity

The project will take all appropriate measures to publicise the initiatives by the Japan/UNDP partnership in supporting these trainings and other activities of the NDC and NAPCK. All communications relating to the project in UNDP's website, information given to the press and project beneficiaries, all related publicity materials, official notices reports and publications, shall acknowledge that the project was carried out with funding from the Government of Japan, and shall display the logos of Japan and UNDP.

The project will also organise a launch event upon commencement of implementation of the project in order to publicise the role of Japan and the UNDP in supporting regional peacekeeping efforts.

6 Legal Context

This Programme Support Document shall be the instrument referred to as such in Article 1 of the Standard Basic Agreement between the Government of Nigeria and the United Nations Development Programme, signed by the parties on 12 April 1988. The host country, Nigeria, executing and implementing agencies shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government cooperating Agency described in that Agreement.

In the event that significant changes are encountered in the timing, scope of the work and budget utilization, UNDP will consult with the Government of Japan prior to such changes. However, the following types of revisions may be made to the project document with the signature of the UNDP Resident Representative provided that he/she is assured that the other signatories of the project document have no objections to the proposed changes:

- i) Revisions in, or additions to, any of the annexes of the project document;
- ii) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the re-arrangement of inputs already agreed to or by cost increases due to inflation; and
- iii) Mandatory annual revisions, which rephrase the delivery of agreed, project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

7 Results and Resources Framework

UNDP STRATEGIC OUTCOME: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including climate change.

UNDAF OUTCOME: By 2017 the occurrence and effects of conflicts and violence are reduced by the establishment of a peace architecture informed by evidence based EWEA methodologies and tolerant, peace loving and resilient communities.

PRINCIPAL IMPLEMENTATION PARTNERS: UNDP, ACSRS, NAPCK

Output Target	Planned Activities	Target	Means of Verification	Input	Responsible Party
Output 1: Improved integrated PSO capability of military, police and civilian personnel in West Africa. Baseline: 5 training manuals on key subject areas but yet to be tested in place; available accommodation to house course participants. Indicator: No. of PSO personnel trained; No. of training session conducted; project report.	1. Conduct, at least, 2 training sessions on Protection of Civilian for military, police and civilians prospective PSO personnel.	Min. of 50 PSO personnel in 2 training sessions.	Training Reports, Monitoring reports, minutes of meetings, Audit report, project terminal report, etc.	US\$150,000 Consultants, Training materials, etc.,	ACSRS UNDP
	2. Organise, at least, 2 training sessions on foundation course on Peace Support Operations for civilians ready for deployment on PSO missions.	Min. of 50 PSO deployable personnel in 2 training sessions		US\$150,000 Consultants, Training materials, etc.,	ACSSRS, UNDP, NAPCK
	3. Implement a minimum of 2 training sessions on Civil Military Co-operation Course for commanders and troops to be deployed for PSO missions.	Min. of 50 PSO deployable personnel in 2 training sessions		US\$150,000 Consultants, Training materials, etc.	NAPCK, UNDP, ACSRS
	4. Conduct M & E of the planned activities	Min of 2 monitoring	Monitoring reports	US\$5,000	Steering Committee
	5. Conduct Annual Audit	One Audit (at the end of the project).	Audit report	US\$7,963 Consultants	UNDP, Auditors
	6. Facility and & Administration Charge @ 8%.			US\$37,037	UNDP