



UN Development Programme

Egypt - Cairo

Award ID: 00080290
Award Title: CCCPA Phase II
Start Year: 2014
End Year: 2016

Implementing Partner
(Executing Agency): Ministry Of Foreign Affairs

Responsible Party
(Implementing Agent): Cairo Regional Peacekeeping Ce

Revision Type: Substantive Revision 2 (and mandatory)

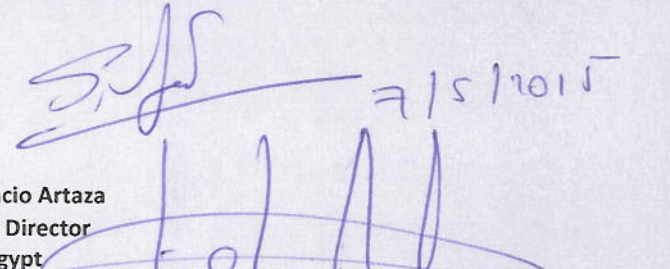
Brief Description:

The purpose of this budget revision is to extend the project into 2016 to reflect the following:

- Introduce output (00094636) titled "Consolidating Peace, Security and Stability in Africa" as per the attached project document (duration April 2015-March 2016)
- Reflect a budget increase of \$970,000 under the newly introduced output (00094636) contributed by the Government of Japan
- Extend the project duration for output (00090042) into June 2015 in light of the approved no-cost extension from the Government of Japan
- Rephase unspent amounts under output (00090042) from 2014 to 2015

Budget (US\$) as of Last Revision on 25-March-2015

Donor	Fund	Amount
UNDP	04000 TRAC (Lines 1.1.1 and 1.1.2)	17.35
JPN	26960 CPR TTF - Conflict - Country S	1,933,918.94
Total Budget (2015 and Beyond)		1,933,936.29
Total Expenditure (2014 and Prior)		1,056,063.71
Award Total		2,990,000.00
Unprogrammed/Unfunded		0.00

Agreed by:	Signature	Date	Name/Title
For the Implementing Partner:			Counselor Ashraf Swelam Director Cairo Center for Conflict Resolution and Peacekeeping in Africa (CCCPA)
For the Government Coordinating Agency:			H.E. Ambassador Sherif Refaat Assistant Minister of Foreign Affairs for International Cooperation Ministry of Foreign Affairs
For the United Nations Development Programme:		7 MAY 2015	Mr. Ignacio Artaza Country Director UNDP Egypt



Annual Work Plan

Egypt - Cairo

Project: 00080290

Project Title: CCCPA Phase II

Year: 2015

Report Date: 31/3/2015

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
00090042 CCCPA Phase II	Output 1-Evaluation& Follow	1/3/2014	30/6/2015	Cairo Regional Peacekeeping Ce	26960	JPN	74500	Miscellaneous Expenses	375.00
					26960	JPN	75100	Facilities & Administration	78.00
					26960	JPN	72500	Supplies	600.00
	Output 1-Training Methodolo	1/3/2014	30/6/2015	Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	2,025.20
					26960	JPN	71600	Travel	2,055.00
					26960	JPN	72700	Hospitality/Catering	2,000.00
					26960	JPN	71300	Local Consultants	1,410.00
					26960	JPN	71400	Contractual Services - Individ	53,650.00
					26960	JPN	74500	Miscellaneous Expenses	1,200.00
	Output 1-Workshops	1/3/2014	30/6/2015	Cairo Regional Peacekeeping Ce	26960	JPN	71300	Local Consultants	27,350.00
					26960	JPN	75100	Facilities & Administration	8,978.24
					26960	JPN	71600	Travel	124,189.00
					26960	JPN	72500	Supplies	1,750.00
					26960	JPN	72100	Contractual Services-Companies	111,439.00
					26960	JPN	73400	Rental & Maint of Other Equip	500.00
Output 2-Evaluation& Follow	1/3/2014	30/6/2015	Cairo Regional Peacekeeping Ce	26960	JPN	74500	Miscellaneous Expenses	500.00	
				26960	JPN	75100	Facilities & Administration	40.00	
				26960	JPN	75100	Facilities & Administration	2,024.00	
Output 2-Training Methodolo	1/3/2014	30/6/2015	Cairo Regional Peacekeeping Ce	26960	JPN	71400	Contractual Services - Individ	18,650.00	
				26960	JPN	72500	Supplies	1,500.00	
				26960	JPN	71600	Travel	5,150.00	
Output 2-Workshops	1/3/2014	30/6/2015	Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	7,856.72	
				04000	UNDP	74500	Miscellaneous Expenses	17.35	
				26960	JPN	72100	Contractual Services-Companies	77,295.78	
			Cairo Regional Peacekeeping Ce	26960	JPN	74500	Miscellaneous Expenses	1,750.00	
				26960	JPN	71600	Travel	105,476.00	
				26960	JPN	71300	Local Consultants	28,507.00	



Annual Work Plan

Egypt - Cairo

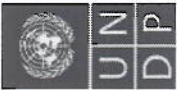
Project: 00080290

Project Title: CCCPA Phase II

Year: 2015

Report Date: 31/3/2015

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
	Output 3-Evaluation& Follow	1/3/2014	30/6/2015	Cairo Regional Peacekeeping Ce	26960	JPN	71600	Travel	5,089.00
	Output 3-Training Methodolo	1/3/2014	30/6/2015	Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	407.12
				Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	2,360.00
				Cairo Regional Peacekeeping Ce	26960	JPN	72700	Hospitality/Catering	2,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	71400	Contractual Services - Individ	59,500.00
				Cairo Regional Peacekeeping Ce	26960	JPN	74500	Miscellaneous Expenses	1,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	71600	Travel	20,000.00
	Output 3-Workshops	1/3/2014	30/6/2015	Cairo Regional Peacekeeping Ce	26960	JPN	71600	Travel	76,300.00
				Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	9,632.88
				Cairo Regional Peacekeeping Ce	26960	JPN	73100	Rental & Maintenance-Premises	8,500.00
				Cairo Regional Peacekeeping Ce	26960	JPN	74500	Miscellaneous Expenses	2,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	71300	Local Consultants	9,611.00
				Cairo Regional Peacekeeping Ce	26960	JPN	72100	Contractual Services-Companies	65,000.00
	Output 4-CCCPA Advisory B	1/3/2014	30/6/2015	Cairo Regional Peacekeeping Ce	26960	JPN	72100	Contractual Services-Companies	23,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	1,840.00
	Output 4-M&E	1/3/2014	30/6/2015	Cairo Regional Peacekeeping Ce	26960	JPN	71300	Local Consultants	54,750.00
				Cairo Regional Peacekeeping Ce	26960	JPN	72700	Hospitality/Catering	8,851.85
				Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	1,808.15
	Output 4-PMU	1/3/2014	30/6/2015	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
TOTAL									963,936.29
00094636	Peace, Sec.&Stability in Africa	1/4/2015	31/3/2016	Cairo Regional Peacekeeping Ce	26960	JPN	74200	Audio Visual&Print Prod Costs	9,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	75100	Facilities & Administration	71,852.00
				Cairo Regional Peacekeeping Ce	26960	JPN	75700	Training, Workshops and Confer	14,500.00
				Cairo Regional Peacekeeping Ce	26960	JPN	72100	Contractual Services-Companies	59,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	71600	Travel	30,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	72100	Contractual Services-Companies	85,500.00



Annual Work Plan

Egypt - Cairo

Project: 00080290

Project Title: CCCPA Phase II

Year: 2015

Report Date: 31/3/2015

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
	Out.2-Trainings,Cont.&Work	1/4/2015	31/3/2016	Cairo Regional Peacekeeping Ce	26960	JPN	75700	Training, Workshops and Confer	12,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	74200	Audio Visual&Print Prod Costs	5,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	71600	Travel	40,000.00
	Out.3-Trainings,Cont.&Work	1/4/2015	31/3/2016	Cairo Regional Peacekeeping Ce	26960	JPN	74200	Audio Visual&Print Prod Costs	7,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	71600	Travel	23,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	72100	Contractual Services-Companies	62,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	75700	Training, Workshops and Confer	10,000.00
	Output 1-Training Methodoid	1/4/2015	31/3/2016	Cairo Regional Peacekeeping Ce	26960	JPN	74200	Audio Visual&Print Prod Costs	3,500.00
				Cairo Regional Peacekeeping Ce	26960	JPN	71200	International Consultants	5,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	75700	Training, Workshops and Confer	4,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	72100	Contractual Services-Companies	22,500.00
				Cairo Regional Peacekeeping Ce	26960	JPN	71800	Contractual Services-Imp Partn	40,500.00
				Cairo Regional Peacekeeping Ce	26960	JPN	71600	Travel	17,500.00
	Output 2-Training Methodoid	1/4/2015	31/3/2016	Cairo Regional Peacekeeping Ce	26960	JPN	71800	Contractual Services-Imp Partn	50,250.00
				Cairo Regional Peacekeeping Ce	26960	JPN	74200	Audio Visual&Print Prod Costs	7,500.00
	Output 3-Training Methodoid	1/4/2015	31/3/2016	Cairo Regional Peacekeeping Ce	26960	JPN	71800	Contractual Services-Imp Partn	40,500.00
	Output 4-M&E	1/4/2015	31/3/2016	Cairo Regional Peacekeeping Ce	26960	JPN	72100	Contractual Services-Companies	18,750.00
				Cairo Regional Peacekeeping Ce	26960	JPN	77300	Salary and related costs-TA/JP	14,550.00
				Cairo Regional Peacekeeping Ce	26960	JPN	72100	Contractual Services-Companies	10,000.00
	Output 4-PMU	1/4/2015	31/3/2016	Cairo Regional Peacekeeping Ce	26960	JPN	72100	Contractual Services-Companies	9,250.00
				Cairo Regional Peacekeeping Ce	26960	JPN	75700	Training, Workshops and Confer	3,250.00
				Cairo Regional Peacekeeping Ce	26960	JPN	71800	Contractual Services-Imp Partn	46,500.00
				Cairo Regional Peacekeeping Ce	26960	JPN	72700	Hospitality/Catering	6,250.00
TOTAL									728,652.00
GRAND TOTAL									1,692,586.29



Annual Work Plan

Egypt - Cairo

Project: 00080290

Project Title: CCCPA Phase II

Year: 2016

Report Date: 31/3/2015

Output	Key Activities	Timeframe		Responsible Party	Planned Budget					
		Start	End		Fund	Donor	Budget Descr	Amount US\$		
00094636 Peace, Sec. & Stability in Africa	Out.1-Trainings, Conf. & Work	1/4/2015	31/3/2016	Cairo Regional Peacekeeping Ce	26960	JPN	71600	Travel	11,000.00	
					26960	JPN	72100	Contractual Services-Companies	16,000.00	
					26960	JPN	75700	Training, Workshops and Confer	6,600.00	
	Out.2-Trainings, Conf. & Work	1/4/2015	31/3/2016	Cairo Regional Peacekeeping Ce	26960	JPN	74200	Audio Visual&Print Prod Costs	3,900.00	
					26960	JPN	72100	Contractual Services-Companies	19,000.00	
					26960	JPN	75700	Training, Workshops and Confer	9,000.00	
	Out.3-Trainings, Conf. & Work	1/4/2015	31/3/2016	Cairo Regional Peacekeeping Ce	26960	JPN	74200	Audio Visual&Print Prod Costs	4,500.00	
					26960	JPN	71600	Travel	15,000.00	
					26960	JPN	72100	Contractual Services-Companies	16,000.00	
	Output 1-Training Methodolo	1/4/2015	31/3/2016	Cairo Regional Peacekeeping Ce	26960	JPN	75700	Training, Workshops and Confer	3,500.00	
					26960	JPN	74200	Audio Visual&Print Prod Costs	2,500.00	
					26960	JPN	71600	Travel	12,000.00	
	Output 2-Training Methodolo	1/4/2015	31/3/2016	Cairo Regional Peacekeeping Ce	26960	JPN	71600	Travel	5,000.00	
					26960	JPN	74200	Audio Visual&Print Prod Costs	1,000.00	
					26960	JPN	71800	Contractual Services-Imp Partn	13,500.00	
Output 3-Training Methodolo	1/4/2015	31/3/2016	Cairo Regional Peacekeeping Ce	26960	JPN	75700	Training, Workshops and Confer	1,500.00		
				26960	JPN	72100	Contractual Services-Companies	7,500.00		
				26960	JPN	71200	International Consultants	2,500.00		
Output 4-M&E	1/4/2015	31/3/2016	Cairo Regional Peacekeeping Ce	26960	JPN	74200	Audio Visual&Print Prod Costs	2,500.00		
				26960	JPN	71800	Contractual Services-Imp Partn	16,750.00		
				26960	JPN	72100	Contractual Services-Companies	6,250.00		
Output 4-PMU	1/4/2015	31/3/2016	Cairo Regional Peacekeeping Ce	26960	JPN	71800	Contractual Services-Imp Partn	13,500.00		
				26960	JPN	71300	Local Consultants	5,000.00		
				26960	JPN	71600	Travel	15,000.00		
						26960	JPN	72100	Contractual Services-Companies	5,000.00
						26960	JPN	72700	Hospitality/Catering	5,596.00
						26960	JPN	71800	Contractual Services-Imp Partn	15,500.00



Annual Work Plan

Egypt - Cairo

Project: 00080290

Project Title: CCCPA Phase II

Year: 2016

Report Date: 31/3/2015

Output	Key Activities	Timeframe		Responsible Party	Planned Budget			Amount US\$	
		Start	End		Fund	Donor	Budget Descr		
	Output 4-PMU	1/4/2015	31/3/2016	Cairo Regional Peacekeeping Ce	26960	JPN	75700	Training, Workshops and Confer	1,250.00
				Cairo Regional Peacekeeping Ce	26960	JPN	72100	Contractual Services-Companies	3,000.00
				Cairo Regional Peacekeeping Ce	26960	JPN	72700	Hospitality/Catering	2,000.00
TOTAL									241,348.00
GRAND TOTAL									241,348.00

United Nations Development Programme

Country: Egypt

Project Document

Project Title:	Consolidating Peace, Security and Stability in Africa
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):	Democratic Governance through Decentralization, Civic Engagement and Human Rights
Expected Project Outputs:	Output 1: Enhanced African capacities to combat radicalism, extremism. Output 2: Improved African capacities in conflict resolution, peacekeeping and peace-building. Output 3: Enhanced African capacities in border and crisis management, including international/regional management of trans-boundary natural resources. Output 4: Project Management Unit is operational.
Implementing partners:	Egyptian Ministry of Foreign Affairs Cairo Regional Center for Training on Conflict Resolution and Peacekeeping in Africa (CCCPA)
Responsible Parties:	CCCPA

Brief Description

Despite African countries' best efforts, and that of the international community at large, not only has conflict unabatedly continued, but it has grown in scope and complexity. Moreover, the nature of conflict in Africa continues to drastically evolve, with interstate conflicts giving way to intrastate ones, which in turn had been spilling over international borders to challenge peace and security in other regions. The rise of extremism and fanaticism, precipitated by the absence of a counter-narrative from the Islamic world, presents Africa and the world with a clear and present danger.

CCCPA has been supported by UNDP projects 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, border management and crisis management. Based on the achievements made and lessons learnt so far, the program aims to enhance the capacities of national and regional actors in the areas of border management, peacekeeping and peacebuilding, combatting radicalism, extremism, and economic governance and management of natural resources, to ensure they have the necessary skills and knowledge for appropriate and timely responses to incidents that threaten peace and stability.

The expected project's outputs are:

- Enhanced African capacities to combat radicalism and extremism.
- Improved African capacities in conflict resolution, peacekeeping and peacebuilding.
- Enhanced African capacities in border and crisis management, including international/regional management of trans-boundary natural resources.
- Locally owned Project Management Unit established and operational.

Programme Period: 2013-2017
Project Duration: April 1, 2015 – March 31, 2016

CPAP Programme Component:
Democratic Governance through Decentralization, Civic Engagement and Human Rights

Project Title:
Consolidating Peace, Security and Stability in Africa

Total resources required	\$970,000.00
Total allocated resources	\$898,148.15
GMS (8%)	\$71,851.85
• Regular	
• Other:	
○ Donor GoJ	\$970,000.00

Table of Contents

I.	Situation Analysis	4
II.	Project Strategy	6
III.	Project Results and Resource Framework	9
IV.	Work Plan Budget Sheet.....	12
V.	Management Arrangements	18
VI.	Financial Arrangements	19
VII.	Monitoring Framework and Evaluation	20
VIII.	Gender Strategy.....	21
IX.	Legal Context.....	22
X.	ANNEXES	23

Abbreviations

CCCPA	Cairo Regional Center for Training on 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

I. SITUATION ANALYSIS

1.1 Background

- 1- Despite African countries' best efforts, and those of the international community, conflict in Africa has not only unabatedly continued, but has also grown in scope and complexity.
- 2- Interstate conflicts continue to give way to intrastate ones. Cross-border and transnational threats, from terrorism to illicit trafficking, have become some of the major challenges facing countries and societies in Africa. Moreover, internal struggles – often times over the control of natural and other economic resources – continue to be at the heart of conflict in Africa.
- 3- The situation in the Sahel, Great Lakes and the Horn of Africa regions in particular continue to be of great concern. A plethora of longstanding and complex sources of insecurity and instability, as well as new and emerging threats, risks and challenges carry the serious potential of further endangering peace and security in Africa and the world at large. The situation in Sudan, South Sudan, Somalia, Central Africa, the Democratic Republic of Congo and Mali are far from stable, despite the ongoing peacekeeping operations. Each of these states require a sustained attention and a renewed vigor in international efforts dealing with the root causes of conflict.
- 4- Libya continues to teeter dangerously close to civil war and/or state failure, with negative consequences for Africa and the world. The fall of the previous Libyan regime and the weakness of others in Sahel and Sahara and Great Lakes regions create a vacuum that has been increasingly occupied by terrorist and criminal organizations involved in all sorts of criminal activities that do not recognize borders. There is also mounting evidence of growing cooperation and coordination on the strategic, tactical and operational levels, including intelligence sharing and the supply of weapons and individuals, taking place between terrorist and criminal organizations operating in Libya, the rest of North Africa, the Sahel and Sahara, the Horn of Africa and beyond.
- 5- Moreover, radicalism and fanaticism represented by a range of terrorist organizations from “Boko Haram” in Nigeria to “Al-Shabab” in Somalia continues to wreck havoc across the region. The terrorist attacks carried out by such organizations have become a major source of instability and insecurity in Africa, killing tens of thousands of innocent civilians (the death toll of terrorist attacks carried out by Boko Haram alone in 2014 has reached 11,000 civilians according to some counts), razing entire towns and villages, and creating refugee crises as hundreds of thousands flee for their lives.
- 6- Mismanagement of natural resources continues to be a destabilizing factor in Africa, and despite the abundance of natural resources, rising populations and the exploitive nature of some countries' interventions in Africa are depleting the continent's resources and causing domestic and international tensions to rise. Moreover, the rising levels of water poverty in Africa and tensions over management of international rivers represent real challenges to peace, security and stability in Africa.
- 7- In the face of these threats, risks, and challenges to peace and security in Africa, many African governments remain weak, lacking the capacity to respond in an efficient and timely fashion. The dire economic conditions of many of these countries strain and limit governments' ability to manage and institutionalise reform, and to build necessary institutional and individual capacities, including in areas such as conflict resolution, crisis management, peacekeeping, peacebuilding, border management and economic governance. 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.

- 8- In addition, there is now growing evidence that the fight against religiously-motivated terrorism and political violence will not be won on the battle field. Military operations, security precautions, intelligence sharing, and financial measures to curtail those organizations' access to fighters, resources and intelligence, while important, are far from enough. On one hand, terrorist organizations have proved a remarkable ability to adapt and circumvent those measures. On the other hand, states' failure and violent conflicts in Africa, the Arab World and South Asia have left behind large swaths of ungoverned territory that provide these organizations, not only with safe havens from which they operate, but also with direct control over valuable resources to finance their operations and to recruit followers.
- 9- Missing from the international toolbox is a counter-narrative, one that represents the true nature of Islam, hence one that delegitimizes those organizations and to refute their claim of representing the religion. Such a narrative – accompanied by the critical investments needed to communicate and spread it - would be the greatest contribution of moderate Muslim countries, organizations and individuals – by far a majority of Muslims worldwide - in the fight against terrorism and religiously motivated political violence. In other words, this is a front in the fight against terrorism where the Muslim world need not join, but lead.
- 10- Egypt is renewing its commitment to Africa. The continent figures prominently in ongoing debates about Egyptian national security and the revitalization of Egyptian foreign policy. As a result, Egypt is elevating its engagements with African countries on all levels. Egypt also continues to play a leading role in peacekeeping in Africa and beyond. The country ranks as the 10th largest contributor of troops, with almost 3000 peacekeepers deployed in UN and AU missions in Africa. Egypt is also elevating its South-South cooperation with African countries, with a particular focus on capacity building for African military, police and civilian personnel. CCCPA, with the support of the Government of Japan and the United Nations Development Program, is in the lead of these efforts.
- 11- Additionally, both Egypt and Japan are seeking non-permanent membership of the United Nations Security Council (for the period 2016/17). The elections for these seats in October 2015 will take place in a year that is truly seminal for the peacebuilding and peacekeeping agenda, one that will witness the review of the peacebuilding architecture, the peacekeeping architecture and the post-2015 development goals. The joint efforts by Egypt and Japan in this field will also demonstrate their joint effort in supporting peace and security, especially in Africa where most peacekeeping and peacebuilding operations are conducted.

1.2 Context

- 12- Established by the Egyptian Ministry of Foreign Affairs in 1994, and supported by UNDP projects and 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, including pre-deployment and in-mission trainings to African peacekeepers. The Center leveraged its vast network of regional and international institutional partners to deliver world-class integrated training for more than 2000 military, police and civilian professionals from 38 African countries last year. In the process, CCCPA has proved a remarkable ability to adapt its training agenda to respond to the ever evolving threats to peace and security in Africa, as demonstrated by its swift response to the outbreak of the Ebola crisis.
- 13- Recognized as an African Union Center of Excellence in training in 2010, CCCPA has continued its substantial contribution to the ever evolving African peace and security architecture. CCCPA provided training to African peacekeepers deployed in missions in the continent, including conducting the African Union Senior Mission Leaders (AU SML) training program, the most important training in the areas of peace and security in Africa, in cooperation with the AU Commission. Trained in this course were senior leaders already deployed or about to be deployed

to AU peacekeeping missions. The Center also facilitated the “desk-to-desk” coordination meetings of the African Union, regional economic communities (RECs), the United Nations and the European Union.

- 14- Last year has also witnessed the emergence of CCCPA as a leading African voice in critical policy debates. Together with the Egyptian Ministry of Foreign Affairs and the United Nations Peacebuilding Support Office (UN PBSO), CCCPA hosted an international workshop on “Regional Aspects of Peacebuilding”, providing for the first contribution by a member State of the United Nations to the upcoming review of the global peacebuilding architecture. The outcome of the workshop was distributed as an official United Nations Security Council and General Assembly document (A/69/654-S/2014/882).
- 15- In light of the above, CCCPA is best suited to play a growing role in building the capacities of African nations in areas of conflict resolution, peacekeeping and peacebuilding, border and crisis management, as well as to leverage its expertise and network to address the threat of extremism, fanaticism and religiously motivated violence that is ripping apart some African countries. Through a partnership with moderate Islamic institutions and scholars from all over the Islamic world, CCCPA will lead an initial – but important - effort in the fight for the hearts and minds of the young Muslims based on tolerant teachings of Islam and the rules of Islamic Sharia. The significance of this endeavor is nothing less than its contribution to sowing the seeds of a counter narrative to that of extremist organizations and limiting their potential for recruiting young Muslims.

II. PROJECT STRATEGY

2.1 Strategy

- 16- 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 Center for Conflict Resolution and Peacekeeping in Africa (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”.
- 17- Through this project, UNDP will aim at further strengthening CCCPA’s 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 contribute – when applicable - to nourishing the growing relationship between the Center and the UN Department for Peacekeeping Operations (DPKO) and others.

- 18- 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. By means of this project, CCCPA will expand its country portfolio to include the whole of the African continent, hence ensuring that its training and research activities extend their reach to areas and countries that suffer from or are at risk of ever expanding manifestations of conflict and insecurity in Africa.
- 19- The proposed project will enhance capacities of national and regional authorities and civil society in the areas of “border and crisis management”, “conflict resolution, peacekeeping and peacebuilding”, “countering extremism” and “economic governance and management of natural resources”. As such, the proposed project outputs directly respond to the growing need for enhanced African capacities to identify, prevent, manage and respond to growing conflict, security and stability issues and enabling more durable and sustainable solutions. This approach is in line with the African - as well as international - call for ‘African solutions to African problems’.
- 20- CCCPA believes that its participatory and inclusive approach to project development, including most notably stakeholders and targeted beneficiaries, is essential to ensuring a sustainable and positive impact. Existing needs assessments for ongoing interventions will be updated. A thorough “needs assessment” will be carried out for new areas of intervention. This will be carried out by a combination of field visits and a series of workshops bringing in all relevant stakeholders. Based on the outcomes of these consultative processes, CCCPA will update existing training curricula and modules or develop new ones. Gaps in expertise will be bridged by means of cooperation with existing or new local and international partners. CCCPA will in this regard pursue cooperation with relevant organizations to encourage a holistic, interagency approach which will assist with comprehensive program design and delivery..
- 21- 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 its training activities. However, participants’ 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 the Center. Growing relations with these stakeholders have enhanced the quality of candidates sent to the Center and have increased CCCPA’s involvement in the individual selection process. Where civil society is concerned, CCCPA will leverage its established network of partner organizations and experts, as well as its alumni network 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.
- 22- To ensure sustainability, 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.
- 23- Recognizing the interdependent world we live in, and that lessons learned within the African context may have a fundamental impact on other regions and the international community as a whole, CCCPA will seek to share the rich knowledge it acquires through its activities by expanding its research and publication activities. Through this project, CCCPA will also further expand its evidence-based policy-oriented research. Workshops and conferences organized in the implementation of this project will result in a series of policy briefs, conference reports, and other publications to ensure that outcomes and expert knowledge is made available and widely disseminated. In addition, CCCPA will be issuing “Calls for Papers” on its website, reviewing and accepting relevant and outstanding proposals, and commissioning authors to produce papers to

be published by the Center. This will assist CCCPA's objective of gaining greater visibility. This will strengthen CCCPA's role in knowledge management and in contributing to the discourse on peace building, peacekeeping and conflict resolution in Africa in addition to gaining greater visibility for its activities

- 24- CCCPA's monitoring and evaluation framework will be further developed. In addition to the constant elaboration on the system that was set in place last year, the Center intends to draw on the lessons learned from implementing this system and to share such conclusions with other African centers for training on peace and security. In this regard, priority will be given to African centers that have received funds from the Government of Japan, and centers that form part of the peace and security training network that CCCPA is a member of.
- 25- 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 further develop its alumni database and alumni online community through its new website. The online alumni platform, among other tools, allows CCCPA to maintain contact with participants, but also provides participants with an opportunity to network amongst themselves. The online community provides means for CCCPA to collate data from participants in the form of feedback and recommendations, as well as serve as a discussions and learning platform. As a means of measuring immediate impact of training on participants' subject matter knowledge, CCCPA will further develop its 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.
- 26- Good communications with the GoJ and UNDP is essential in developing a shared understanding of how the project is progressing. This will include submissions of an interim report, and a final report describing the achievements, 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 work plan, 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.
- 27- To complement the project's current funding, CCCPA will continue its efforts to diversify the sources of funding to ensure the financial sustainability of all of its activities - either through the Egyptian government or international partners. So far, such efforts have already begun to pay dividends with activities now being funded by a number of national and international entities, including the Egyptian Agency for Cooperation for Development, the Ford Foundation, the Crisis Management Center (Finland) and the African Union. During 2014, several trainings were co-financed by these sources alongside the funding provided by the Government of Japan. Accordingly, CCCPA will seek to continue this trend, and has already begun receiving increasing interest from potential financial partners due to the high-level and high-visibility activities conducted during 2014.

III. PROJECT RESULTS AND RESOURCE FRAMEWORK

3.1 Project Result

28- 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 consolidation of peace and security in Africa:

- Enhanced African capacities to combat radicalism and extremism.
- Improved African capacities in conflict resolution, peacekeeping and peacebuilding in Africa.
- Enhanced capacities in border and crisis management, including international/regional management of trans-boundary natural resources.

Each of the outputs described above are part of the holistic approach required to achieve sustainable results.

29- The proposed activities will be informed through a variety of existing sources, future assessments and consultations with relevant stakeholders.

30- The activities are driven by a continued need for engagement in program areas in which CCCPA is well established, coupled with new needs identified by the Center's research activities, as well as responding to direct demands and requests made to CCCPA at a national and regional level.

31- The anticipated trainings are expected to assist national and regional actors in their efforts to enhance stability and security. All trainings will target civilian, police and military stakeholders.

3.2 Expected Output Details

Output 1: Enhanced local capacities to combat radicalism and extremism in Africa

32- The goal of this output is to capacitate a select group of influencers, including local and tribal leaders and preachers with the necessary knowledge and skills to communicate and disseminate teachings of Islam on issues of war and peace. Trainings will also be offered to parliamentarians, judges, civil servants, and professionals working in transitional justice institutions and institutional mechanisms.

33- Through a partnership with leading moderate scholars from Al-Azhar University and like-minded organizations from around the Muslim world, the Center will carry out a pilot project intended to develop a training course on "Rules of War and Peace in Islamic Sharia". The course immediate objective is to ground contemporary processes and procedures of conflict resolution, peacemaking, peacekeeping and peacebuilding in Sharia and Islamic law. Another long term objective of the entire process of developing the course is to contribute in a systematic way by producing a counter-narrative to that of extremist and terrorist organizations.

34- Another training course will be designed to specifically meet the requirements of military, police and civilian professionals readied to be deployed in peacekeeping, peacebuilding and special political missions in Muslim-majority countries and countries with sizable Muslim communities.

- 35- To kick start this effort, CCCPA will host an “Experts Workshop” that brings together Muslim and other international scholars in Sharia and Islamic law, international human rights and international humanitarian law, together with peace and security experts and peacekeeping and peace-building practitioners. The objective of this workshop will be to lay out the research/workshops agenda for the remainder of the project. CCCPA will then hire consultant(s) to develop the curricula and course material for the two training courses. This will be followed by a pilot training program to test the course pedagogy and materials for relevance and effectiveness. Participants in that program will be selected for their ability to actively contribute to the refinement of the course content and delivery during the pilot phase.
- 36- Depending on the availability of funding, CCCPA will offer a number of foundational (basic) courses and advanced courses. A group of participants from these courses will be selected, based on performance, to join a TOT course.

Output 2: Improved African capacities in conflict resolution, peacekeeping and peacebuilding:

- 37- With the increase in peacekeeping operations in Africa (whether mandated by the United Nations, the African Union or both), there is a continued need to train African peacekeepers on the different skills required to help them effectively perform their duties. CCCPA continues to offer a wide range of courses to satisfy this need.
- 38- Building on success during the current project/phase, CCCPA has already been approached by both the United Nations Integrated Training Services and the African Union to hold further trainings for African personnel. CCCPA will also be offering training courses for African peacekeepers on a variety of skills including inter alia, mainstreaming gender issues in peacekeeping operations and protection of civilians in conflict situations.
- 39- This year will also witness two important processes for peace and security: the peacebuilding architecture review; and the peacekeeping architecture review. CCCPA will continue to hold international conferences/workshops/meetings to elaborate the African position on these important processes and to carry African voices to the international fora dealing with such issues.

Output 3: Enhanced African capacities in border and crisis management, including international/regional management of trans-boundary natural resources.

- 40- The complex situation engulfing North Africa and the Sahel region continues to evolve with damaging effects on African security. The lack of a viable political solution in Libya and the ongoing infighting between authorities and armed militias, combined with the failure of some states to affectively govern their frontiers, rendered large swaths of land totally ungoverned, providing transnational criminal groups and terrorist organizations with safe havens from which to operate in Africa and beyond. The increasingly porous borders allow those criminal/terrorist elements to engage in many illegal activities with damaging effects for the security of the region and beyond. In addition, the outbreak of the Ebola crisis, as another form of transnational threats, presented Africa with another challenge to peace and security. The lack of African capacities to anticipate and respond to the crisis were clearly highlighted.
- 41- During last year, CCCPA made an initial contribution to tackling these problems by organizing a series of trainings on human trafficking, small arms and light weapons, integrated border management and crisis management. The Center plans to build on the achievements of last year and to respond to increased demand on these activities by:
- Updating its needs assessment by means of field visits and consultative workshop(s).

- Updating its current curricula and training modules.
 - Conducting 5 trainings covering the various angles of border management and crisis management.
- 42- This output will also focus on enhancing capacities of local African actors in detecting, mapping, managing and resolving crises, with a special focus on conflict related to natural resources, especially for post-conflict economic management. The Center will also highlight different methods of trans-boundary sharing of natural resources in order to prevent conflict over them. The program will be implemented based on the extensive experience that CCCPA has gained over the last two decades on crisis management, as well as international efforts for regime building regarding sharing of natural resources.
- 43- In this context, CCCPA will continue its efforts to train stakeholders on skills of crisis management and conflict resolution, on a basic level, advanced level and training of trainers. In addition, workshops will be held to identify flashpoints of conflict in Africa, especially over natural resources. A curriculum will be developed taking into consideration both the practical skills needed for conflict resolution and crisis management, as well drawing on best practices from other regions that were able to deal with diffusing conflict over natural resources.

IV. WORK PLAN BUDGET SHEET

Year: 2015 and 2016

Overall Project Outcome: Consolidating Peace, Security and Stability in Africa

OUTCOME: CONSOLIDATION PEACE, SECURITY AND STABILITY IN AFRICA

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1: Enhancing local efforts to combat radicalism and extremism.</p> <p>Indicator 1: Number of trained people, gender segregated Baseline: zero people trained at start of programme Target: 100 people are trained</p> <p>Indicator 2: Number of workshops/seminars/training organized Baseline : zero workshops/trainings conducted at start of the project</p>	<p>Activity Result 1-1: Needs assessment is conducted; training methodology, framework, toolkit, curricula and partnerships are developed</p> <p><i>Indicative Activities</i></p>								<i>Total: USD 274,000</i>
	<p>1. Recruit technical staff (Programme Associate, Technical Advisor, Researcher(s), and short-term consultants)</p>	X	X	X	X	CCCPA	GoJ	Activity1-1-1	USD 54,000
	<p>2. Identify and contract appropriate implementing partners with technical knowledge to assist CCCPA in course design and training delivery, including Al-Azhar and renowned Islamic Scholars</p>	X	X	X	X			Activity1-1-2	USD 30,000
	<p>3. Develop needs assessment, identify research areas and conduct research, situation analysis and field visits.</p>	X	X	X	X			Activity1-1-3	USD 10,000
	<p>4. Identify training framework, design training toolkit, develop course material and case studies and plan of workshops/training</p>	X	X					Activity1-1-4	USD 20,000

<p>Target: 2 workshops, and 4 trainings are conducted</p>	<p>5. Edit and publish Research Papers</p>		X	X	Activity1-1-5	USD 10,000
<p>Indicator 3: % of participants who perceive that their knowledge has improved in Law of Peace and War in Islamic Sharia and Countering Extremism</p>	<p>Activity Result 1-2: Workshops and Training in the areas of: - Law of Peace and War in Islamic Shariaa - Countering extremist narrative Are conducted</p>	<p><i>Indicative Activities</i></p>				
<p>Baseline: No knowledge equipped at start of the program</p>	<p>1. Implement 1 expert workshop on Law of Peace and War in Sharia.</p>	X			Activity1-2-1	USD 25,000
<p>Target: 70% of participants perceive their improved knowledge (in line with the developed indicator in activity 1-3-2).</p>	<p>2. Implement 1 workshops with peacekeepers, counterinsurgency and counterterrorism experts.</p>	X			Activity1-2-2	USD 25,000
<p>Indicator 4: Number of Research Papers published</p>	<p>3. Implement 4 trainings on combating extremism in Africa.</p>		X	X	Activity1-2-3	USD 100,000
<p>Baseline: Zero research papers published</p>	<p>Activity Result 1-3: Platform and mechanism to evaluate, follow up and outreach with alumni of training activities is operational</p>	<p><i>Indicative Activities</i></p>				
<p>Target: 3 research papers are published</p>	<p>1. Database of people trained and experts in Peace and War in Islamic Sharia is developed</p>	X			Activity1-3-1	USD 0
<p>Indicator 5: % of participants satisfied with training courses delivered (out of total # who attended) Baseline: Zero participants satisfaction</p>	<p>2. Training monitoring and evaluation mechanisms to assess percentage knowledge improvement is developed.</p>	X	X	X	Activity1-3-2	USD 0
<p>Target: 60% of participants satisfied with courses delivered</p>	<p>3. End of course evaluation of course content and trainers distributed to participants for feedback</p>		X	X	Activity1-3-3	USD 0
<p>TBD</p>						

	4. Follow up/group meeting with available participants and partners to assess impact of activities and develop future recommendations		X	X	X			Activity1-3-4	USD 0
Output 2 Enhancing African capacities in conflict resolution, peacekeeping and peacebuilding	Activity Result 2-1: Training methodology, curricula and partnerships are updated								<i>Total</i> USD 267,000
Indicator 1: Number of trained people, gender segregated Baseline: zero people trained at start of program Target: 100 people are trained	<i>Indicative Activities</i> 1. Recruit technical staff (Programme Associate, Technical Advisor, Researcher(s), and short-term consultants) 2. Update needs assessment and conduct research/ situation analysis 3. Identify appropriate implementing partners with technical knowledge to assist CCCPA in training delivery 4. Update training/workshop programme 5. Edit and publish Research Papers	X	X	X	X			Activity2-1-1	USD 67,000
		X	X	X	X			Activity2-1-2	USD 0
		X	X					Activity2-1-3	USD 0
		X	X	X	X			Activity2-1-4	USD 0
				X	X			Activity2-1-5	USD 10,000
Indicator 2: Number of Workshops/trainings organised on topics related to conflict resolution, peacekeeping and peacebuilding Baseline: zero workshops/trainings conducted at start of the project Target: 1 International workshops/conference 2 International workshops/conference and 4 trainings are implemented	Activity Result 2-2: Training programs & workshops in the area of: - Conflict Resolution and Peacekeeping - Peacebuilding - Transitional Issues are conducted <i>Indicative Activities</i> 1. Implement 4 trainings on conflict resolution, peacekeeping and peacebuilding issues targeting 100 participants 2. Implement 2 international workshops/ conferences on issues of conflict resolution, peacekeeping and peacebuilding.					CCCPA	GoJ		
		X	X	X	X			Activity2-2-1	USD 100,000
			X	X				Activity2-2-2	USD 90,000
Indicator 3: % of participants who perceive that their knowledge has improved in									

<p>conflict resolution and peacekeeping, peacebuilding and transitional issues</p> <p>Baseline: No knowledge equipped at start of the programme</p> <p>Target: 70% of participants perceive their improved knowledge (in line with the developed indicator in activity 2-3-2).</p> <p>Indicator 4: Number of Research papers produced</p> <p>Baseline: zero research paper published</p> <p>Target: 3 research papers are published</p> <p>Indicator 5: % of participants satisfied with training courses delivered (out of total # who attended)</p> <p>Baseline: Zero participants satisfaction</p> <p>Target: 60% of participants satisfied with courses delivered</p>	<p>Activity Result 2-3: Platform and mechanism to evaluate, follow up and outreach with alumni of training activities is operational</p> <p>1. Updating database of people trained and experts in border management issues</p> <p>2. Training monitoring and evaluation mechanisms to assess percentage knowledge improvement is developed.</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			Activity2-3-1	USD 0
								Activity2-3-2	USD 0
								Activity2-3-3	USD 0
								Activity2-3-4	USD 0
<p>Output 3 Enhancing African capacities in border and crisis management</p> <p>Indicator 1:</p>	<p>Activity Result 3-1: Training methodology, curricula and partnerships are developed</p> <p><i>Indicative Activities</i></p> <p>1. Recruit technical staff (Programme Associate, Technical Advisor, Researcher(s) and short-term consultants)</p>	X	X	X	X	CCCPA	GoJ	Activity3-1-1	USD 54,000
									<i>Total:</i> USD215,000

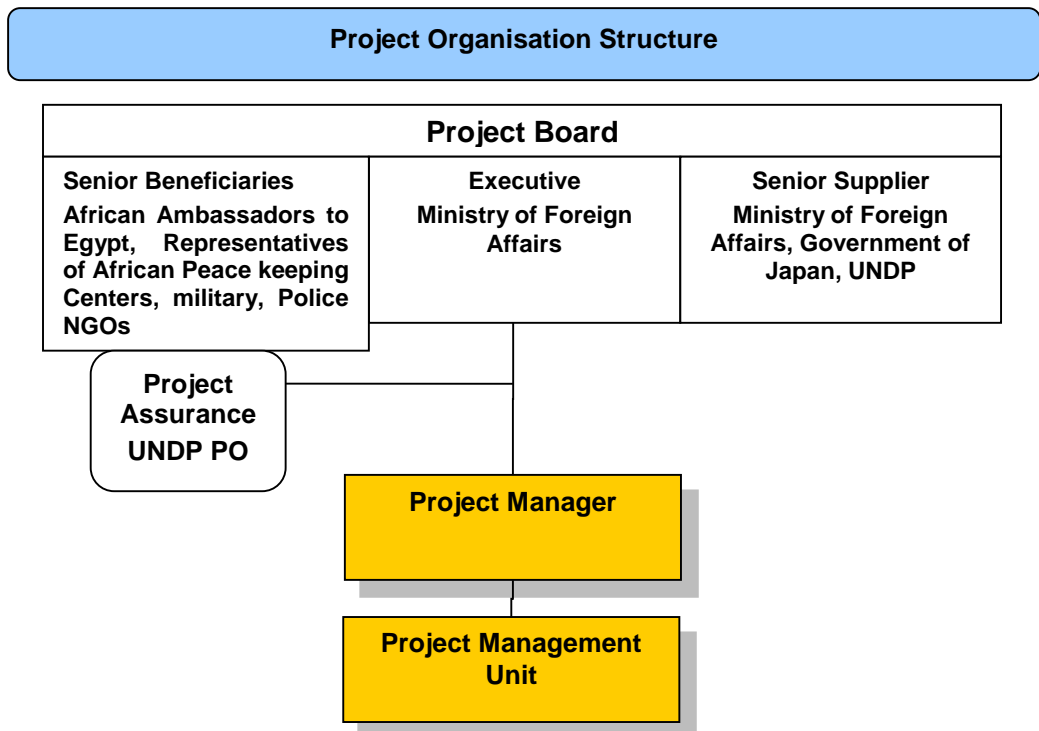
<p>Number of trained people, gender segregated Baseline : zero people trained on border management Target : 125 people trained</p> <p>Indicator 2: Number of Workshops/trainings organized on border and crisis management topics Baseline : zero workshops/trainings conducted at start of the programme Target: 5 training courses conducted</p> <p>Indicator 3: % of participants who perceive that their knowledge has improved in border management (including small arms and light weapons and human trafficking) and crisis management Baseline: No knowledge equipped at start of the programme Target: 70% of participants perceive their improved knowledge (in line with the developed indicator in activity 3-3-2).</p> <p>Indicator 4:</p>	2. Coordination with counterparts including Egyptian MoD and MOI	X	X	X	X		Activity3-1-2	USD 0
	3. Update needs assessment and conduct research/ situation analysis	X	X	X	X		Activity3-1-3	USD 0
	4. Identify and contract appropriate implementing partners with technical knowledge to assist CCCPA in training delivery	X	X	X	X		Activity3-1-4	USD 25,000
	5. Design training/workshop programme	X	X				Activity3-1-5	USD 0
	<p>Activity Result 3-2: Trainings/workshops in the areas of</p> <p>1. Border management, including small arms and light weapons and human trafficking</p> <p>2. Crisis Management are conducted</p> <p><i>Indicative Activities</i></p> <p>1. Implement 3 trainings on border management, including combating Small Arms and Light Weapons and human trafficking targeting 75 participants</p> <p>2. Implement 2 trainings on Crisis Management, targeting 50 participants</p> <p>Activity Result 3-3: Platform and mechanism to evaluate, follow up and outreach with alumni of training activities is operational</p> <p><i>Indicative Activities</i></p> <p>1. Updating database of people trained and experts in border management issues</p> <p>2. Training monitoring and evaluation mechanisms to assess</p>							
		X	X	X	X		Activity3-2-1	USD 86,000
			X	X			Activity3-2-2	USD 50,000
		X	X	X	X		Activity3-3-1	USD 0
		X					Activity3-3-2	USD 0

<p>% of participants satisfied with training courses delivered (out of total # who attended) Baseline: Zero participants satisfaction Target: 60% of participants satisfied with courses delivered</p>	<p>percentage knowledge improvement is developed. 3. End of course evaluation of course content and trainers distributed to participants for feedback 4. Follow up/group meeting with available participants and partners to assess impact of activities and develop future recommendations</p>		X	X	X			Activity3-3-3	USD 0
<p>Project Management Unit is operational Target 1. TORs are finalized 2. Trainings (M&E) provided to the team 3. Progress reports submitted timely and final evaluation conducted 4. Visibility of project partners is increased Project Board Meeting and is organized</p>	<p>Activity Result 4-1: Project Management Unit is established 1. Finalize ToRs and recruit project team that includes: • Project Manager • M&E Officer • Financial Officer 2. Provide necessary trainings to Project Staff Activity Result 4-2: M&E and communication CCCPA is strengthened 1. Update Monitoring and Evaluation Plan 2. Reporting, incl. prepare project progress reports 3. Conduct Project Evaluation 4. Organize Project Board meeting 5. Partnerships, Communication and visibility campaign</p>	X	X	X	X	UNDP/ CCCPA	GoJ	Activity4-1-1 Activity4-1-2 Activity4-2-1 Activity4-2-2 Activity4-2-3 Activity4-2-4 Activity4-2-5	Total: USD 142,148 USD 62,000 USD 25,000 USD 0 USD 7,275 USD 20,000 USD 5,598 USD 22,275
Sub-Total									\$898,148
GMS (8%)									\$71,852
Total									\$970,000

V. MANAGEMENT ARRANGEMENTS

5.1 Management Structure

1. 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:



2. 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.
3. Minutes: The Project Manager (PM) 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.
4. 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.

5. 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 the Government of Japan. 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.
6. 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

7. 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.

5.3 Communication Strategy and Donor Visibility

8. 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, CCCPA Website; UNDP Website, social media accounts and 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.

VI. FINANCIAL ARRANGEMENTS

9. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
10. All financial accounts and statements shall be expressed in United States dollars.

11. The project will be implemented with the involvement of UNDP Bureau of Crisis Prevention and Recovery and funds will be channelled through the country window of the UNDP's Thematic Trust Fund for Crisis Prevention and Recovery.
12. 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.
13. In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged:
 - a. 8% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
 - b. Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner. UNDP CO Implementation Support Services (ISS) and support to national execution will be recovered based on actual costs according to the Universal Price List (UPL)
14. 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.
15. 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.

VII. MONITORING FRAMEWORK AND EVALUATION

6.1 M&E Framework

16. 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

17. 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 (UNDP Project Management / Financial Management Tool) 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.** Since this is a one-year project, a project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project. 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:

18. 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.

VIII. GENDER STRATEGY

19. To maximise impact of its training, CCCPA has managed, over the course of 2013 and 2014 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.

20. In addition to this, the project will equally strive to ensure that there is female representation on all of its courses. The project will continue to stress the need for female participants to all agencies and organizations.

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

Project Title: Consolidating Peace, Security and Stability in Africa	Award ID: 00080290	Date:
---	---------------------------	--------------

#	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	February 2015	Political	Probability: 3 Impact: 3	<ul style="list-style-type: none"> • Expand target beneficiary groups • Training restructured to address sensitivities 	CCCPA			
2	CCCPA has limited oversight over the selection of trainees particularly regional participants.	February 2015	Strategic	Probability:3 Impact:3	<ul style="list-style-type: none"> • Continued communication with counterparts to insist on CCCPA oversight of selection of trainees with appropriate background • More comprehensive database of participants being developed with full CV 	CCCPA			
3	Some project areas may be sensitive to some governmental partners	February 2015	Political	Probability: 3 Impact: 3	<ul style="list-style-type: none"> • Hold workshops with relevant stakeholders to try to resolve sensitive issues so they may be addressed • Sensitive use of language 	CCCPA			