

United Nations Development Programme

Pacific Centre
Serving the Pacific



Support for the Capacity Development of Governance Institutions in the Security Sector in the Pacific

Regional Initiation Plan Project Document

2008-2009

COVER PAGE

Country: Regional Programme (4 Priority Countries)

Project Title: Support for the Capacity Development of Governance Institutions in the Security Sector in the Pacific

Initiation Plan Start Date: June 2008

Initiation Plan End Date: June 2009

UNDP Strategic Plan (2008-2011) Outcomes for Crisis Prevention and Recovery:

- 1 Enhancing conflict prevention and disaster risk management capabilities
- 2 Ensuring improved governance functions post crisis

Expected Outcome(s) as per the UNDP Asia-Pacific Regional Programme Document (2008-2011):

- 1) Improved and effective capacity of Governments and CSOs to prevent, manage and respond to conflict and natural disaster.
- 2) Enhanced capacity to carry out socio-economic activities for early and sustainable post-conflict/disaster recovery

Expected Outcome of the Regional Initiation Plan Project 2008-2009:

The formulation and endorsement of a programme to support regional organizations, UNDP Multi/Country Offices and national authorities in the area of capacity development of governance institutions in the security sector

Expected Sub- Output(s):

1. *Long-term package of knowledge and advisory services to support the capacity development of security sector governance institutions developed*

Expected Indicator 1 1: Number of country diagnostics conducted to identify entry-points for UNDP to build capacity of governance institutions in the security sector in the Pacific

Expected Indicator 1 2: Increased understanding of and demand by security and non-security officials and partners of UNDP's comparative advantage in the capacity development and reform of governance institutions in the security sector

Expected Indicator 1 3: Increased understanding of security from a gender perspective

Targets:

- 4 SSR country diagnostics completed with 1 SSR knowledge product formulated and disseminated
- 4 SSR gender country assessments completed with 1 gender and SSR knowledge product formulated and disseminated

2. *Enhanced awareness of the need to reform governance institutions in the security sector*

Expected Indicator 2 1: Number of UNDP facilitated consultations on different aspects of security sector governance and oversight in the Pacific

Expected Indicator 2 2: Increased awareness that the scope of security sector reform extends beyond downsizing of military to include governance and oversight elements

Expected Indicator 2 3: Increased awareness of civil society's role in overseeing the security sector

Expected Indicator 2 4: Increased awareness and understanding of gender approaches to community security

Targets:

- 3 requests for UNDP facilitated dialogues on different aspects of SSR i.e Role of Oversight Bodies, civil society and gender and SSR
- 1 Experience Sharing Expert Meeting on SSR
- 1 Gender and Community Security Regional Policy Advocacy Workshop

3. Capacity and Institutional development of civilian authorities to oversee the security sector supported

Expected Indicator 3 1: Number of National Authorities, UNDP Multi-Country Offices and Regional Organizations requesting technical support from UNDP Pacific Centre on elements of SSR

Expected Indicator 3 2: Number of SSR experts on a surge capacity roster for deployment to support Country Offices or National Authorities in developing SSR initiatives

Expected Indicator 3 3: Improved understanding of the gender dimensions and human rights issues in peacekeeping operations

Targets:

- Roster of 10 SSR practitioners developed and utilised in 1 PIC
- Capacity development of governance institutions in the security sector training module developed and piloted
- Gender and human rights training completed for 20 security service personnel
- 2 grants given to innovative approaches to gender and community security

Implementing Partner: Direct Execution by UNDP Pacific Centre (DEX)

Other Partners: Pacific Islands Forum Secretariat (PIFS), UNDP Fiji Multi-Country Office, UNDP Papua New Guinea Country Office and Bureau for Crisis Prevention and Recovery (BCPR)

Narrative

The Initiation Plan (IP) Project will identify UNDP Pacific Centre's comparative advantage and build upon UNDP global experiences, lessons learned and good practices in capacity development of governance institutions in the security sector

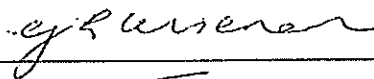
The objective of the initiation plan project is to lay the foundation for a fully-fledged programme of assistance to the Pacific through:

- Initiating the necessary groundwork (research/assessment) for the development of gender-sensitive knowledge and advisory services in the area of governance and civil oversight of the security sector;
- Using the initiation phase to strengthen partnerships that can in turn facilitate UNDP MCOs interventions to build the capacity of governance institutions of the security sector;
- Increasing awareness of the need for civil oversight and improved governance and building trust and confidence between security and non-security stakeholders through dialogue;
- Undertaking the necessary consultations that are required due to the very sensitive nature of security in the Pacific, which will ensure key stakeholder inputs shape the full programme document thus ensuring the programme is worthwhile and utilised;
- Support civil society and women's organizations to be part of discussions on capacity development of governance institutions in the security sector and highlight their oversight functions;
- Facilitate information and knowledge sharing of global experiences, good practices, lessons learned and expertise on governance of the security sector and;
- Enhance gender approaches to community security

Given the capacity constraints this project will be implemented through Direct Execution Modality (DEX).

Total Budget	\$790,000
Unfunded budget:	\$790,000 requested from BCPR

Agreed by (UNDP Pacific Centre Manager):



Section I - Narrative

Part I a). Regional Situation Analysis and Context

In recent decades, South Pacific countries have experienced a variety of violent conflicts and in some areas a general deterioration of security and law and order. The multi-lingual and resource-rich Melanesian sub-region is most affected (Papua New Guinea/Bougainville, Solomon Islands, Fiji, New Caledonia and Vanuatu). The conflicts are often simplified as "ethnic clashes" or "tribal fights" over resources, although open conflicts and increasing crime take place in a broader context of globalisation, new patterns of life, corruption, and other changes influenced by modern political and economic trends.

Instability, violence and conflict take on very diverse forms in the Pacific. Weaknesses in state institutions and the delivery of services that are particularly acute within the security sector, as well as a widespread culture of political clientelism have undermined effective sovereignty in many countries. With high rates of unemployment among youth, crime and insecurity are severe in PNG, Solomon Islands, Marshall Islands, and more recently also in Tonga. Ethnic tensions and the manipulation of ethnicity for political gain are seen repeatedly in Fiji and have culminated in a series of coups over the last 20 years. In the Solomon Islands, tensions between Malaitan settlers and the indigenous people of Guadalcanal resulted in years of conflict until the peace agreement and establishment of the Regional Assistance Mission to the Solomon Islands (RAMSI) as a Pacific Islands Forum response through the use of the Biketawa Declaration. Papua New Guinea remains plagued by tribal conflict in different provinces as well as by law and order issues and constrained capacity to respond in the Southern Highlands Province and the capital, Port Moresby. This situation highlights the need to review perspectives of security towards a human security approach and to address the root and trigger causes of instability as a political and development imperative. It is critical, therefore, to develop and implement comprehensive violence reduction efforts for the region, but also to consolidate peace in post-conflict settings (PNG and Solomon Islands). A critical aspect for this development requires an approach to supporting the capacity development of governance institutions in security sector, which will provide an enabling environment for sustainable development through improved delivery of security and safety for citizens.

In response to the different forms of insecurity there is political commitment in the Pacific to regionalism and an emerging consensus to deal with key areas of regional concern, including conflict prevention and comprehensive security. The Pacific Islands Forum Secretariat (PIFS) has issued a series of declarations on security and conflicts at its annual meetings. In 2000 the Biketawa and Nasonini (2002) declarations give a framework to enhance regional stability, as well as principles and guidelines for regional actions in crisis-ridden member countries. The member states also launched the Nadi Framework Initiative in 2000 that aims at elaborating legislation to regulate the import, possession and the use of firearms, ammunition and other related materials.

Parallel to growing regional consciousness, several regional peacekeeping and monitoring operations have been undertaken over the last decade. From 1997 to June 2003 the Peace Monitoring Group in Bougainville (former Truce Monitoring Group) and the International Peace Monitoring Team in Solomon Islands from 2000 to June 2002 were initial experiences. While the operation in Bougainville is seen as a success, the International Peace Monitoring Team in Solomon Islands withdrew from Guadalcanal and Malaita Islands following threats by gunmen. More controversial is the current Australia-led initiative (RAMSI) for a cooperative military intervention in Solomon Islands¹. RAMSI which was initiated in 2003 was made possible by the support of the Pacific Islands Forum (PIF) through the Biketawa Declaration, which provides a number of guidelines for responding to regional crises. Eleven Forum member countries have so far contributed personnel to RAMSI.

Security is the essential building block for effective and sustainable development. Since the end of Cold War there has been a shift in focus in the Pacific and other regions from inter-state to intra-state violent conflict and national security to human security, which has firmly placed the notion of security as a public policy issue and linked it to good governance.

Security is a necessary and important function of the State which should be provided in an appropriate, accountable and affordable way. This requires an effective constitutional and legislative framework, as a democratically-run, accountable, effective and efficient security sector helps to reduce the triggers of conflict while at the same time enhancing the security of citizens. In some countries of the Pacific poorly managed or overseen security sector actors have led to increased

¹ Slegmund, S (2003), *Insecurity and Conflicts in the Pacific Region* Pacific Issues Paper No 7 Directorate General for Development, Pacific Unit European Commission. July 2003

citizen insecurity with civilian structures of the State being undermined through decreased authority and control of the security sector.

As result of the end of the Cold War the term Security Sector Reform (SSR) emerged as a concept for how to reform and rebuild the security sector in the former Soviet Republic of Eastern Europe. Security Sector Reform in its simplest form addresses the policy, legislative, structural and oversight issues of the military, police, judiciary, civil society and private security companies, set within recognised norms and principles

Security Sector Reform is driven by the understanding that an ineffective and poorly governed security sector does not provide security to women, men, girls and boys or actively undermines it through the inappropriate use of force and represents a decisive obstacle to sustainable development and the progressive realization of human rights. Security sector reform is a cross-practice initiative because improved security and government service delivery and the development of appropriate oversight and accountability structures can help to promote stability and create conditions necessary for political and socio-economic development and the protection of human rights, which is imperative to reducing poverty and achieving the Millennium Development Goals (MDGs). Since 1990 SSR has evolved into a normative and operational approach for tackling the issues of security and development together

Part I b). Towards a new model/approach to Security Sector Reform in the Pacific

Until now, initiatives to reform the security sector in the Pacific have primarily focused on the law and justice sector with the main support for initiatives in this area coming from Australia and New Zealand. Targeted assistance has been provided to improve access to justice, improve policing, safety and security and crime prevention, improve reconciliation, reintegration and deterrence, improve accountability, reduce corruption and improve law and justice sector services. However, based on a preliminary mapping of SSR programmes and projects in the Pacific (Annex 1) the main gaps are in the area of improving the governance of the security sector and the development of the capacity of government and civil authorities to oversee and manage the security sector.

The examples stated above of SSR interventions in the Pacific highlight the fact that reforming the security sector has not been an explicit focus. With this being the case, the UNDP Pacific Centre is proposing to introduce the issue of SSR through an explicit focus on support to/capacity building of governance institutions in the security sector i.e. government line Ministries and oversight bodies such as Parliament and civil society.

Security Sector Reform in the Pacific is a complex and multi-faceted endeavour on account of a number of factors:

- (i) There are significant socio-cultural barriers relating to discussions about security and the security sector both within countries and also at the regional level. The small close-knit societies of key Pacific countries make it difficult to engage in open dialogue regarding the security sector.
- (ii) There are traditional, religious and ethnic connections between the military and police and members of society, which makes any reform process politically sensitive.
- (iii) The security of employment in the security sector makes security services and in particular the military attractive for young men, whether they are serving in-country, UN peace operations or the British Army.
- (iv) The role played by military officers in United Nations mandated peace operations and the use of the Pacific Islanders in private security companies or as mercenaries in conflict zones has a socio-economic effect in terms of remittances, and a psycho-social impact on families and communities because of the lack of systematic pre- and post-deployment strategies/programmes².
- (v) Donors and other partners have played a significant role in offering financial and technical assistance to militaries, including training opportunities overseas. Defence cooperation is often considered a key element of the foreign relationships between PICs and partners.
- (vi) Finally, the military in Pacific Island countries is often regarded as the last bastion of traditional society and authority, with the breakdown of other traditional structures; this is particularly the case when people consider the legal system as weak or ineffectual or the response from police. Also the military is regarded highly in some contexts because of its perceived positive role in maintaining stability and responding to natural disasters through humanitarian assistance.

² Sharon Bhagwan Rolls. *Its about Keeping the Peace*. Letter to the Editor of the Fiji Times 11th January 2008

A concerted effort is needed to create an enabling environment for sustainable development, which can be furthered in the context of security through the reform and capacity development of governance institutions of the security sector in the Pacific for a number of inter-related reasons:

- Some Pacific Island Countries (PICs) have been affected by the security sector over-stepping their boundaries and entering the political arena;
- The capacity of the security sector as a whole is weak and requires support in the areas of planning, design, management and oversight;
- Some security sector institutions have a record of human rights violations, e.g., serious assaults, armed violence and gender-based violence;
- Military services have been used in maintaining internal stability – taking over the traditional responsibilities of the police;
- The security sector is un-representative in some PICs of ethnic and gender diversity. For instance, there is a lack of female personnel in decision-making roles and a macho mentality within the security services, which impacts negatively on preventing and responding to gender-based violence;
- Governments of the Pacific for a long time have seen security issues as military-police centered, which has resulted in huge autonomy and lack of transparency of security institutions, as well as weak coordination within the security sector;
- With donors and governments focusing almost exclusively on uniformed institutions (and not on civilian leadership or in the sector as a whole), reform processes are often not sustainable;
- There is a misperception that equates SSR with downsizing of the military because of previous government programmes in some PICs
- There is the need to discuss in some PICs the role of the security services in the political process i.e. national development process, in the system of checks and balances, in the economic sector, in UN peace operations and private security firms, in times of crisis and states of emergency including natural disasters etc

In this context strengthening the governance and civilian oversight of the security sector is the only way to assure democratic guidance and preventing security services from remaining a political actor and for creating the enabling environment for stability and sustainable development in the Pacific.

Part I c). United Nations Experiences and Involvements in Security Sector Reform

In February 2008, the UN Secretary-General Report "Securing peace and development: the role of the United Nations in supporting security sector reform" was published. The report is based on experiences, lessons learned and good practices of the UN system to date in the area of SSR. This report provides the policy framework and articulates the basis for UN engagement in SSR. It provides guidance for the UN system in developing a holistic and coherent UN approach to security sector reform, in support of national actors

The report argues that basis for justice and security of citizens and States is the rule of law: the rule of law is a "principle of governance in which all persons, institutions and entities, including the State, are accountable to laws that are publicly promulgated, equally enforced and independently adjudicated and which are consistent with international human rights norms and standards. States and societies with the capacity, commitment and legitimacy to contribute on this basis are the cornerstone of the United Nations."

The UN Secretary-General argues that the security sector is: "...the structures, institutions, and personnel responsible for the management, provision and oversight of security in a country. It is generally accepted that the security sector includes defence, law enforcement, corrections, intelligence services and institutions responsible for border management, customs and civil emergencies. Elements of the judicial sector responsible for the adjudication of cases of alleged criminal conduct and misuse of force are, in many instances, also included. Furthermore, the security sector includes actors that play a role in managing and overseeing the design and implementation of security, such as

ministries, legislative bodies and civil society groups. Other non-state actors that could be considered part of the security sector include customary or informal authorities and private security services³. This broad definition provides the scope of any UNDP SSR interventions to support national and regional stakeholders.

The Security Council in Presidential statement S/PRST/2008/14 also recognized the "establishment of an effective, professional and accountable security sector is one of the necessary elements for laying the foundations for peace and sustainable development." In this regard the Secretary-General Report on SSR states that the goal of the UN should be to support this process in order to contribute to international peace and security, sustainable development and the enjoyment of human rights by all."

The United Nations through its Development Programme and Bureau for Crisis Prevention and Recovery (BCPR) has extensive experience in the area of the rule of law and justice and security sector reform with expenditures over the period 2004-2006 amounting to \$253 million with support provided to 76 countries. Examples of UNDP support include the following:

- In Kosovo (Serbia), Haiti and Timor-Leste, UNDP assists line-ministries, the police and the judiciary in designing and implementing policies to develop managerial and oversight capacities and implement institutional reforms;
- UNDP works with national and local authorities in countries such as Bangladesh, Brazil, Croatia, Guatemala, Nicaragua and Paraguay to strengthen governance of the security sector, reduce crime and violence, helping to create an enabling environment for economic development;
- UNDP also supports civil societies, the media and Parliaments in Latin America and Central Asia in contributing to national debates on security issues and in developing oversight capacities,
- In Sudan and Somalia comprehensive rule of law programmes have been implemented to develop capacity of the judiciary, justice and law-enforcement, while also empowering communities to access justice,

UNDP's in-country presence before, during and after violent conflict and political crises places it in a unique position as a trusted development partner to support efforts for improving security and reforming the security sector

Part II. Strategy

The purpose of the initiation plan project is the formulation and endorsement of a programme of action to support regional organizations, UNDP Multi/Country Offices (M/CO) and national authorities in the area of governance reform of the security sector. This will be achieved:

- Through a consultative and multi-stakeholder design process that utilises UNDP's trusted partner status to address the highly sensitive issue of SSR,
- That integrates the findings of ongoing and planned programmes and research on SSR and;
- Uses the one-year period to generate substantial political support from national authorities and regional organizations, and financial support from identified donors on a project that is going to be addressing an issue that is sensitive in the Pacific

The regional initiation plan project will ensure all outputs adhere to the *regionality criteria*, set forth in the UNDP Asia-Pacific Programme Document 2008-2011 especially those:

- a) Promoting regional public goods;
- b) Promoting knowledge sharing and learning;
- c) Providing Seed capital for pilot ideas; and
- d) Supporting regional dialogues on sensitive and emerging development issues

In particular the regional initiation plan project will:

³ Op Cit Pages 5-6

- Initiate the necessary groundwork (research/assessment) for the development of gender-sensitive SSR knowledge and advisory services;
- Use the initiation phase to strengthen partnerships that can in turn facilitate UNDP M/COs interventions to reform the governance institutions of the security sector as part of the programme of action developed;
- Increase awareness of SSR and building trust and confidence between security and non-security stakeholders through dialogue;
- Undertake the necessary consultations that are required due to the very sensitive nature of security in the Pacific, which will ensure key stakeholder inputs shape the full programme document thus ensuring the programme is worthwhile and utilised;
- Support civil society and women's organizations to be part of discussions on security sector reform and highlight their oversight functions;
- Facilitate information and knowledge sharing of global experiences, good practices, lessons learned and expertise on SSR and;
- Enhance gender approaches to community security.

II a). Comparative Advantage of a Regional Approach to SSR In the Initiation Phase

UNDP Pacific Centre believes there are a number of comparative advantages in using a regional approach during the initiation of a new project idea in the Pacific:

- Leveraging existing regional experiences in crisis prevention and recovery i.e. existing work with Parliaments, accountability and human rights institutions, with civil society through the UNDP Pacific Centre CSO Strengthening Project and through track II dialogues, through the Pacific Institute for Peace Building and Development (PIPAD) as a dialogue, learning and skills development forum, human security and conflict prevention case studies as part of the development of a human security framework for conflict prevention with PIFS;
- Leveraging existing UNDP country experiences in the area of crisis prevention and recovery i.e. Nation Building Programme in PNG and the development of a strategic partnership with BCPR and the Parliamentary Strengthening Projects in PNG and Solomon Islands;
- Using regional programming modality as an entry into country programming that is too sensitive to be directly discussed nationally before the necessary groundwork in regards to assessment, sharing of experiences and dialogue;
- Emphasising UNDP's role as a 'neutral' facilitator of consultations and dialogues around sensitive issues (this was largely echoed during discussions within the CPR Consultative group, particularly AusAID and NZAID);
- Using a sharing of experiences, lessons learned and good practices from other regions and the Pacific;
- Leveraging existing partnerships with AusAID, NZAID and PIFS to ensure support for UNDP Pacific Centre to undertake preliminary work in providing support to or capacity building of security sector governance institutions that can also be advantageous for M/COs in the uptake of national activities;
- Using a regional platform to strengthen partnerships with regional organizations, national authorities, civil society and donors to facilitate CO SSR interventions

II a). Involvement of Regional Organizations and UNDP M/COs

In order to develop a programme of action in the area of security sector reform that is tailored to specific needs of individual countries, the Initiation plan project will take a sequenced approach to implementing the activities set out in the Results and Resources Framework. UNDP will first raise awareness on the issue of SSR and build trust with key partners. This will be done through ensuring the active participation and buy-in from the UNDP Country Offices in Fiji, Papua New Guinea, Samoa and Sub-Office in Solomon Islands and key regional and international partners. In this regard, members of the Crisis Prevention and Recovery team will undertake scoping missions to UNDP Country Office in Papua New Guinea and Sub-Office in Solomon Islands to discuss the current conflict and security context and ways for UNDP to support the design of governance reform initiatives in the security sector. Bi-lateral discussions will then be undertaken with PIFS to discuss SSR within the context of the formulation of a Pacific human security framework for conflict prevention. The initiation plan project has been developed in close consultations with BCPR, given its mandate and accumulated knowledge and experiences in the field of SSR as well as its large network of practitioners.

II b). Inter-Agency Coordination

UNDP will lead discussions on SSR within the context of the Regional Informal Technical Conflict Prevention and Recovery Consultative Group (CPR CG) in order to identify entry-points for UNDP, building on its comparative advantage in the area of strengthening the oversight and governance of the security sector. The group will be used to facilitate informal communication between key bilateral and multilateral technical officials to create synergy among SSR partners and avoid duplication of efforts. The CPR CG will be used to enhance coordination of international partners and the quality of assistance given to regional organizations and national institutions on SSR issues. While undertaking these consultations UNDP will build strategic partnerships and alliances with centres of excellence, well respected international think-tanks and leading regional non-governmental organizations that have technical and operational experience in security sector reform to support the implementation of project deliverables.

II c). Engagement of Security and Non-Security Sector Stakeholders

SSR requires building understanding and political will through processes of dialogue between security and non-security actors, which is essential for co-ordination and co-operation. The initiation plan phase will focus on planning and executing a consultative project design process with regional organizations, UNDP M/COs, national authorities, women's organizations and the donor community to facilitate information and knowledge sharing of SSR projects in Fiji, Papua New Guinea, Solomon Islands, Tonga, Vanuatu and regionally, their gendered dimensions, impacts, good practices and lessons learned. The consultative project design process will also aim to build relationships between key partners and to generate the necessary political will and increased member states commitment to strengthening the governance of the security sector.

As part of a capacity development approach UNDP will bring together women's organizations and civil society to stimulate dialogue and encourage the flow of information and support civil society to engage in national security sector reform efforts.

Strengthening civil society institutions is a key element of a more comprehensive approach to SSR and it is important that government structures and the security sector understand the role of civil society in ensuring a democratic and accountable security sector. To build trust and relationships between key security and non-security sector actors and the international community and further increase the awareness of SSR challenges in the Pacific, UNDP will host various academic dialogues and workshops including an Expert Meeting on security sector reform/governance. The workshops will bring together both security and non-security sector actors to exchange information and ideas on how to reform the security sector regionally and nationally. This process will ensure that SSR interventions are based on multi-stakeholder design and implementation processes that ensure the participation and engagement of both government and civil society organisations.

II d). Knowledge and Advisory Services

SSR issues are complex and sensitive in the Pacific. SSR interventions must be based on sound and evidence-based diagnosis of the problem through the analysis of both objective data and subjective and perception-based information from communities. In this regard, time will be spent on developing the conceptual and programmatic framework for the formulation of a longer-term package of knowledge and advisory services in the area of security sector reform in particular for its governance and oversight through targeted empirical research. The framework will be developed through a consultative process with SSR technical experts in the UN, donor community, academia and civil society. The framework will be based on an analysis of entry-points in terms of where UNDP can add value given its comparative advantages in relation to existing engagement of Pacific bilateral agencies in SSR and a gap and lessons learned analysis of existing SSR programming and regional and country-specific diagnostics of the security sector. In order to ensure that the gendered aspects of SSR are adequately reflected in the development of knowledge and advisory services in the area of SSR and policy developments globally in the UN system a gender assessment/audit will be commissioned of security sector programming and institutions resulting in a gender strategy for SSR.

The research process will be used to have a structured discussion around issues of SSR and to position UNDP to undertake work in this area in the region. The research protocol will be devised in close collaboration with the Informal Technical CPR Consultative Group through sharing of project documentation, devising interview questions and recommending individuals to be interviewed.

The research will be shared and further developed at a Regional SSR Experts Meeting as a way of generating political and financial support from donors and key partners in the region.

The overall aim is to develop the conceptual and programmatic framework to be used to advocate with regional organizations and national authorities, contribute to the evidence base for effective SSR interventions and form the empirical basis for the design of a long-term programme of support in the area of SSR by UNDP Pacific Centre. In this regard knowledge products on security sector reform in the Pacific will be developed targeting different security sector stakeholders i.e. Parliaments, civil society and line Ministries. As part of the fully-fledged programme follow-up will be integrated to ensure that the knowledge products are utilised.

II e). Integration of Gender

The regional initiation plan project will support the implementation of UNSC Resolution 1325 and the operationalisation of the UNDP BCPR "Eight Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery"⁴. Gender is integrated throughout the activities and outputs of the project and this approach will be used as a platform to make sure the women's empowerment and gender equality are embedded within the knowledge and advisory services developed by UNDP in the area of security sector reform. Based on lessons learned from UN engagement in SSR processes, the integration of a gender perspective to SSR is essential for an inclusive and socially responsive approach to SSR. Legitimate and sustainable gender-responsive SSR is driven by a participatory process that ensures that the different security needs and priorities of women and men are taken into consideration. Women's organizations in the Pacific are a crucial bridge between local communities and security policy-makers, and they can enhance local ownership through communicating the security and justice needs of communities.

UNDP will commission a gender audit and assessment of security institutions and the formulation of a gender strategy for longer-term support in the area of SSR. UNDP will also raise awareness in national and regional forums of the gender aspects of SSR including the mainstreaming of gender as part of the oversight functions of civilian authorities and support the capacity development of community-based and civil society organizations to respond to human insecurities and play their oversight role of the security sector.

To ensure that gender is properly addressed within SSR interventions UNDP and UNIFEM will use an existing joint project (AusAID funded) on mainstreaming gender in security policy and practice to initiate further activities on gender and community security in Papua New Guinea, Tonga and Solomon Islands. This will include providing additional seed funding that focuses specifically on supporting community security and justice projects in the areas of training on gender and human rights. The gender approach will also entail support for training of regional peacekeepers and police to address the special protection needs of women and girls in conflict recovery contexts based on UNSCR 1325.

There is other complementary work both ongoing and proposed that will be taken into account in the formulation of the gender strategy for SSR. For instance, there is quantitative and qualitative baseline research on gender-based violence and child abuse in Solomon Islands being undertaken by UNFPA, UNICEF and the Secretariat of the Pacific Community (SPC). The United Nations Development Assistance Framework (UNDAF) Working Group on Protection is planning to undertake a baseline survey of social protection mechanisms, systems and services in the Pacific. UNDP Pacific Centre is also planning to undertake a baseline situation analysis of young men and the constructions of masculinity in Melanesia focusing on the implications for conflict, violence and HIV/AIDS.

The initiation plan project will undertake the required initial consultations, develop research and monitoring capacity, propose interventions, develop institutional arrangements to improve national and regional policies and capacity on security sector reform and form the basis for UNDP Pacific Centre's development and roll-out of a plan of action in the area of capacity development and governance reform of security sector institutions.

⁴ The Eight Point Agenda was adopted in November 2006. In brief from the Donor Proposal for the BCPR 8PA the eight points of the Agenda are: (1) Strengthen women's security in crisis: Stop violence against women; (2) Advance gender justice: Provide justice and security for women; (3) Expand women's citizenship, participation and leadership: Advance women as decision-makers; (4) Build peace with and for women: Involve women in all peace processes; (5) Promote gender equality in disaster risk reduction: Value women's knowledge and experience; (6) Ensure gender-responsive recovery: Support women and men to build back better; (7) Transform government to deliver for women: Include women's issues in the national agenda and; (8) Develop capacities for social change: Work together to transform society

Part III. Management Arrangements

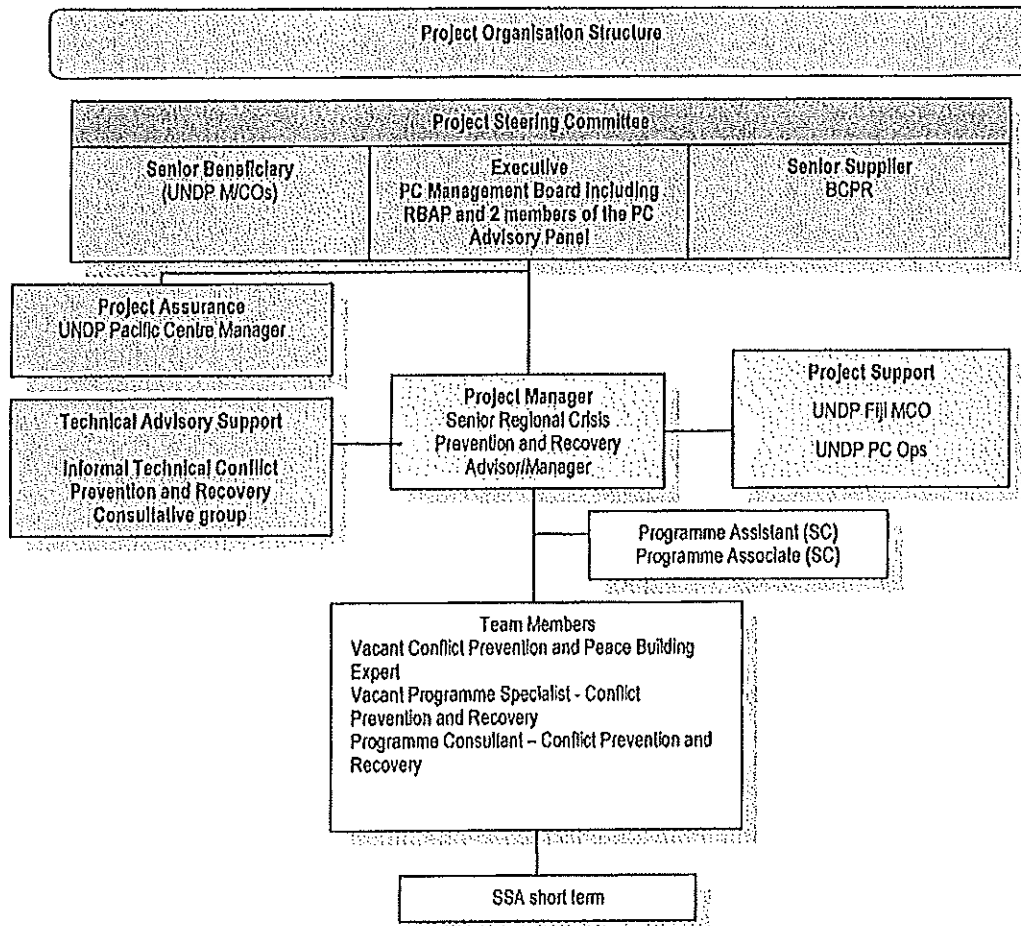
The initial plan project will be managed by the UNDP Pacific Centre Crisis Prevention and Recovery Unit. It will be based on Prince 2 and Results-Based Programming, and be implemented through Direct Execution (DEX) modality. The project will be supported by UNDP in-country presence and operational support.

The initial plan project will have a project steering committee comprised of an Executive, Senior Supplier, and Senior Beneficiary that will be supported by project assurance. The Executive will be made up of the Pacific Centre Management Board including the Regional Bureau for Asia and the Pacific and 2 Eminent Persons from the Centre Advisory Panel, which will provide overall direction and strategic guidance for the project. The Senior Supplier will be a representative from the Bureau for Crisis Prevention and Recovery (BCPR) that will be supporting the project through technical and financial assistance. The Senior Beneficiary will be the owners of the project from a user viewpoint and be made up of senior representatives from UNDP Fiji Multi-Country Office, UNDP Papua New Guinea Country Office and UNDP Solomon Islands Sub-Office.

The project will be managed on day-to-day basis by the UNDP Pacific Centre Senior Regional Crisis Prevention and Recovery Advisor/Manager. The project manager will be responsible for strategic planning, monitoring, reporting of progress, and management of team members to ensure project deliverables. The project manager will be supported by team members from CPRU that will be responsible for day-to-day programme implementation and tasked with specific deliverables according to technical expertise. The project will receive operational support from the UNDP Pacific Centre and UNDP Fiji Multi-Country Office. At the technical level the project will benefit from support provided by the Informal Technical CPR Consultative Group.

The Pacific Centre Manager is the Project Assurance Officer and in this role will carry out objective and independent project oversight and monitoring functions and will review products/deliverables via quality reviews. The project manager's tolerances will be monitored by the Project Assurance Officer. The Board will be consulted if and when the Project Managers tolerances (in terms of time and budget) have been exceeded.

Periodic project reviews by the Project Steering Committee will be done in accordance with key reporting requirements of UNDP, which will require a final evaluation. The final evaluation will include detailed information on the status of project implementation and the achievement of project outputs and outcomes as outlined in the project's Results Framework. The detailed expenditure report will indicate expenses by category as outlined in the original project budget.



Part VI. Reporting, Monitoring and Evaluation

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored systematically. The M & E and Reporting Framework for the Pacific Centre will apply to the Initiation plan project. All activities supported by the project will report on their performance against standard indicators and targets as set out in the RRF and Annual Workplan. These indicators will be disaggregated by sex, location of beneficiaries and specific vulnerable groupings, and all programme monitoring and evaluation will take a gender and human rights based approach. Biannual monitoring reports will be prepared to elicit feedback from project stakeholders.

The project is subject to an independent final evaluation to assess its overall performance, the outputs and outcomes produced against its initial targets, the impact it has brought or would likely to bring about with a focus on the progress made towards sustainability of the outputs, their relevance to regional and national contexts, and management efficiency. The evaluation will pay specific attention on intended and unintended impacts on vulnerable groups and provide mechanisms for the free and meaningful participation of local stakeholders – including women and targeted vulnerable groups. The evaluation will be forward looking, offering lessons learned and recommendations to improve programme performance and the design of a longer term SSR programme of support to regional organizations, UNDP MCOs and national authorities. Opportunities will be sought for collaboration with programme partners in conducting the evaluation.

OUTPUT 1: Long-term package of knowledge and advisory services in to support the capacity development of security sector governance institutions developed		
Activity Result 1.1a) (Atlas Activity ID)	Entry points and opportunities identified for SSR in key PICs	Start Date: 01/07/08 End Date: 01/07/09
Purpose	To identify entry points and opportunities for SSR in key PICs through consultations with development partners and security sector officials.	

Description	Action: Scoping missions and consultations with key development partners and security sector officials		
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>	
Concept note for the assessment phase of the initiation plan project designed	Mission reports	01/09/08	
Full programme document designed and endorsed by 3 Governments	PC Management Committee- level of demand responsiveness from PC to M/COs.	01/7/09	

OUTPUT 1: Long-term package of knowledge and advisory services in to support the capacity development of security sector governance institutions developed			
Activity Result 1.1b) (Atlas Activity ID)	Regional and country-specific diagnostics/assessment on SSR completed, turned into knowledge products and disseminated.	Start Date: 01/07/08 End Date: 01/07/09	
Purpose	To unpack and explore the specific security sector country and regional diagnostics to ground the development of knowledge and advisory services		
Description	<ul style="list-style-type: none"> International and Regional Consultants undertake field research and secondary analysis of policy, programmes, projects, challenges, lessons learned, good practices and research on SSR, Meta analysis to identify gaps in existing programming interventions 		
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>	
National and Regional Diagnostic Assessments produced	Expert Peer Review	01/12/08	

OUTPUT 1: Long-term package of knowledge and advisory services in to support the capacity development of security sector governance institutions developed			
Activity Result 1.1c) (Atlas Activity ID)	Gender strategy and knowledge product formulated and disseminated	Start Date: 01/07/08 End Date: 01/07/09	
Purpose	To ensure the gender dimensions of SSR are better understood and programming is designed based on sound analysis of the context and opportunities.		
Description	<ul style="list-style-type: none"> International and Regional Consultant undertake a gender audit/assessment including field research and secondary analysis of security institutions including collection of data on gender issues 		
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>	
Increased awareness of the gender dimensions of SSR	Qualitative questionnaires before and after the assessment phase	01/12/08	

OUTPUT 2: Enhanced awareness of the need to reform governance institutions in the security sector			
Activity Result 1.2a) (Atlas Activity ID)	Experience shared and understanding built between security and non-security officials at Expert Meeting on Security Sector Reform	Start Date: 01/07/08 End Date: 01/07/09	
Purpose	The Expert Meeting will bring together both security and non-security sector actors to exchange information and ideas on how to reform the security sector regionally and nationally. This process will ensure that SSR interventions are based on multi-stakeholder design and implementation processes that ensure the participation and engagement of both government and civil society		

	organisations.	
Description	<ul style="list-style-type: none"> • Consultations with key partners and the CPR CG; • Design the concept note for the Expert Meeting; • Contract international and regional facilitators; • Design of the agenda and programme of facilitation for the Expert Meeting; • Organization of logistics and Delivery of the Expert Meeting; • Production of final outcomes document 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Increased awareness and understanding of SSR in the Pacific	Qualitative questionnaires before and after the Expert Meeting and Outcomes Document	01/12/08
Number of requests for technical assistance on SSR	Annual qualitative progress review with project stakeholders	Annually

OUTPUT 2: Enhanced awareness of the need to reform governance institutions in the security sector		
Activity Result 1.2b) (Atlas Activity ID)	Greater understanding at the regional and national policy level of gender approaches to community security in PICs.	Start Date: 01/07/08 End Date: 01/07/09
Purpose	To initiate dialogue for policy development on gender and community security	
Description	<ul style="list-style-type: none"> • National Policy Advocacy Workshops on gender and community security; • Regional Policy Advocacy Workshop on gender approaches to community security 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Increased awareness and understanding of gender approaches to community security	Annual qualitative progress review with project stakeholders and focus group discussions with policy-makers.	01/07/09
Number of requests for technical assistance on gendered approaches to security	Annual qualitative progress review with project stakeholders	Annually

OUTPUT 3: Capacity and institutional development of civilian authorities to oversee the security sector supported		
Activity Result 1.3 a) (Atlas Activity ID)	Increased understanding and capacity of security and non-security officials in different aspects of security sector reform	Start Date: 01/07/08 End Date: 01/07/09
Purpose	UNDP will develop in partnership with a well reputed SSR institutions a training module on SSR, which will include the gender aspects to be delivered through the Pacific Institute for Peace Building and Development (PIPAD) to improve the knowledge and skills of security and non-security leaders and officials including PIFS, Eminent Persons, USP, national authorities and civil society.	
Description	<ul style="list-style-type: none"> • Consultations with potential participants in an SSR training course; • Design of a SSR training module based on articulated needs and utilising where necessary the PIPAD course on security sector, conflict and development; • Delivery of SSR training module through PIPAD or based on national level demand; • Follow – up supported provided through activity 1.3b) 	

Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of participants taking part in the SSR training	Annual Progress Report	Annually
Number of requests for technical assistance on SSR	Annual qualitative progress review with project stakeholders	Annually

OUTPUT 3: Capacity and institutional development of civilian authorities to oversee the security sector supported		
Activity Result 1.3.b) (Atlas Activity ID)	Regional roster of SSR specialists developed as a surge capacity for on demand use by development partners	Start Date: 01/07/08 End Date: 01/07/09
Purpose	This component will focus on developing capacity within UNDP Pacific Centre to provide on-demand technical advice and support to UNDP M/COs, regional organizations and civilian authorities. This will be achieved by pre-selecting a roster of technical experts that have extensive experience in different aspects of SSR including gender expertise.	
Description	<ul style="list-style-type: none"> • Expression of Interest (EOI) developed to attract SSR practitioners; • Development of the roster modality; • On-demand use by development partners for different aspects of SSR i.e. needs and capacity assessments, designing, implementing and M & E for programmes and projects 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of practitioners submitted EOI	Annual Progress Report	Annually
Number of practitioners used from the roster and positively evaluated for assistance on SSR	Annual qualitative progress review with project stakeholders and SSA evaluation	Annually

OUTPUT 3: Capacity and institutional development of civilian authorities to oversee the security sector supported		
Activity Result 1.3.c) (Atlas Activity ID)	As part of the UNDP-PC and UNIFEM joint project seed-funding provided for gender approaches to community approaches in selected PICs	Start Date: 01/07/08 End Date: 01/07/09
Purpose	To highlight and support community approaches to security in PNG, Solomon Islands and Tonga	
Description	<ul style="list-style-type: none"> • Design of funding/selection criteria for grants; • Awarding of grants for selected gender approaches to community security, • Impact assessment of the approaches. 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of applications for grants	Grant report	Annually
Number of grants supported	Final grant report	Annually
Increased recognition of gender approaches to community security	Impact assessment	

OUTPUT 3: Capacity and institutional development of civilian authorities to oversee the security sector supported		
Activity Result 1.3.d) (Atlas Activity ID)	Increased awareness of regional peacekeepers on gender and human rights aspects of security in the context of peacekeeping operations	Start Date: 01/07/08 End Date: 01/07/09
Purpose	UNDP will also ensure that all capacity development approaches are gender responsive through specific activities that will entail support for training of regional peacekeepers and police to	

	address the special protection needs of women and girls in conflict recovery contexts based on UNSCR 1325.		
Description	<ul style="list-style-type: none"> • Consultations with key partners on the need and approach to be used for gender and human rights training for regional peacekeepers • Gender and human rights training designed for regional peacekeepers; • Gender and human rights training delivered to regional peacekeepers. 		
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>	
Number of regional police and peacekeepers undertaking the training	Annual Progress Report	Annually	
Increased understanding of human rights and gender in peacekeeping	Qualitative review with project stakeholders	Annually	

Part VII. Legal Context

The project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) Put in place 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 executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

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

United Nations Development Programme

Pacific Centre
Serving the Pacific



Section II – Results and Resources Framework

: 2008/2009

CTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET		
		2008		2009				Source of Funds	Budget Description	Amount
		Q3	Q4	Q1	Q2	Q3				
long-term range of strategic priority services in support the integrity development of priority sector management initiatives supported	1.1a) Activity Result: Entry points and opportunities identified for SSR in key PICs Action: Scoping missions from PC to PICs. 1.1b) Activity Result: Regional and country-specific diagnostics/assessment on SSR completed, turned into knowledge products and disseminated. Action: <ul style="list-style-type: none"> International and Regional Consultants undertake field research and secondary analysis of policy, programmes, projects, challenges, lessons learned, good practices and research on SSR; Meta analysis to identify gaps in existing programming interventions. 	*					UNDP Pacific Centre	BCPR	Travel and DSA	\$15,000
		*					UNDP Pacific Centre	BCPR	International and Regional Short Term Consultant (SSA) Scoping Missions to PICs Travel DSA Publication & Dissemination	\$125,000

									UNDP Pacific Centre	BCPR	International and Regional Consultant (SSA) Publication and Dissemination	\$70,000
	1. 1c). Activity Result: Gender strategy and knowledge product formulated and disseminated Action: International and Regional Consultant undertake a gender audit/assessment including field research and secondary analysis of security institutions including collection of data on gender issues.		*									
Enhanced ness of the to reform nance itions in the ity sector	1.2a) Activity Result: Experience shared and understanding built between security and non-security officials at Expert Meeting on Security Sector Reform. Action: <ul style="list-style-type: none"> • Consultations with key partners and the CPR CG, • Design the concept note for the Expert Meeting; • Contract international and regional facilitators; • Design of the agenda and programme of facilitation for the Expert Meeting; • Organization of logistics and Delivery of the Expert Meeting; • Production of final outcomes document. 		*						UNDP Pacific Centre	BCPR	International and Regional Facilitators (SSA) Resources persons Travel DSA	\$225,000
	1.2b). Activity Result: Greater understanding at the regional and national policy level of gender approaches to community security in PICs. Action: <ul style="list-style-type: none"> • National Policy Advocacy Workshops on gender and community security; • Regional Policy Advocacy Workshop on gender approaches to community security. 		*						UNDP Pacific Centre UNIFEM PIFS UNDP PNG CO	BCPR	Facilitators (SSA) Travel DSA	\$100,000

<p>Capacity and development of civilian security sector</p>	<p>1.3a). Activity Result: Increased understanding and capacity of security and non-security officials in different aspects of security sector reform</p> <p>Action:</p> <ul style="list-style-type: none"> • Consultations with potential participants in an SSR training course; • Design of a SSR training module based on articulated needs and utilising where necessary the PIPAD course on security sector, conflict and development; • Delivery of SSR training module through PIPAD or based on national level demand; • Follow – up supported provided through activity 1.3b). 	<p>UNDP Pacific Centre</p>	<p>BCPR</p>	<p>PIPAD SSR Course Formulation and Updating International and Regional Trainers (SSA) Travel DSA</p>	<p>\$85,000</p>
<p>Capacity and development of civilian security sector</p>	<p>1.3b). Activity Result: Regional roster of SSR specialists developed as a surge capacity for on demand use by development partners</p> <p>Action:</p> <ul style="list-style-type: none"> • Expression of Interest (EOI) developed to attract SSR practitioners; • Development of the roster modality; • On-demand use by development partners for different aspects of SSR i.e. needs and capacity assessments, designing, implementing and M & E for programmes and projects. 	<p>UNDP Pacific Centre</p>	<p>BCPR</p>	<p>International and Regional Consultants (SSA) Long-terms services contract/roster Travel DSA</p>	<p>\$70,000</p>
<p>Capacity and development of civilian security sector</p>	<p>1.3c). Activity Result: As part of the UNDP-PC and UNIFEM joint project seed-funding provided for gender approaches to community approaches in selected PICs</p> <p>Action:</p> <ul style="list-style-type: none"> • Design of funding/selection criteria for grants; • Awarding of grants for selected gender approaches to community security; • Impact assessment of the approaches. 	<p>UNIFEM UNDP Pacific Centre</p>	<p>BCPR</p>	<p>Grants</p>	<p>\$60,000</p>

	<p>1.3d). Activity Result: Increased awareness of regional peacekeepers on gender and human rights aspects of security in the context of peacekeeping operations</p> <p>Action:</p> <ul style="list-style-type: none"> • Consultations with key partners on the need and approach to be used for gender and human rights training for regional peacekeepers • Gender and human rights training designed for regional peacekeepers; • Gender and human rights training delivered to regional peacekeepers. 			*	UNDP Pacific Centre UNIFEM FemLINKPacific PCP	BCPR	International and Regional Trainers (SSA)	\$40,000
\$790,000								

Annex 1: Preliminary Matrix of Security Sector Reform Programmes in the Pacific

	Security Sector Projects/Programmes
ional	<p>The Pacific Judicial Development Program (PJDP) was launched in January 2007 by NZAID in partnership with AusAID. The budget is A\$2.5 million per annum.</p> <p>The PJDP extends its focus to include the development of processes, systems, regional sharing of resources and networking across 15 PICs with the aim of strengthening governance and rule of law in the lower and remote courts. The program focuses on: Enhancing the professional competence of judicial officers through orientation training of judges, upgrading judicial skills and a community and social context awareness program; Enhancing the professional competence of court officers; and Building the capacity of processes and systems used in the judicial process for enhancing judicial independence.</p> <p>Pacific Regional Policing Initiative (A17 million 2004-2008) which is funded by AusAID and supported by NZAID through the Pacific Programme for Strengthening Governance. The focus is improved effectiveness of policing in Forum Island Countries. Components include: strategic policing, executive development program, police technical skills, training capacity development, forensic technical skills and program management.</p> <p>Pacific Islands Chiefs of Police Secretariat is the key regional body for the policing profession in the Pacific. It comprises of police commissioners from 21 Pacific Island Countries. The Secretariat supports its members through provision and coordination of training and capacity building programmes, policy advice and development, advocacy and network functions. Achievements to date include the development of a code of conduct and professional integrity standards for all police agencies. A key project is the drafting of a Future Directions in Pacific Policing Strategy. New Zealand is providing NZ\$2.34 million over the period 2006-2009.</p> <p>Pacific Legal Information Institute aims to assist Pacific legal and judicial communities to function effectively and transparently and to increase legal literacy of communities, the public and private sector. New Zealand are providing NZ2 million over the period 2006-2010 and Australia are providing AUD300, 000 per financial year over the period 2006-2008.</p> <p>Regional Rights and Resources Trust (RRRT). New Zealand is providing NZ6 million from the period 2005-2011. Examples of activities include regional lawyers training, regional training for judges and magistrates on human rights law, police and uniformed services training including police and military training in Tonga on HIV and the law.</p> <p>Pacific Prevention and Domestic Violence Programme New Zealand is providing NZ\$5 million over 5 years. The aim of the programme is to increase police capacity and strengthen legislative and policy environments to respond effectively to domestic violence at national and regional levels.</p> <p>Pacific Islands Forum Secretariat (PIFS) Political and Security Programme. The programme has 6 main components:</p> <ul style="list-style-type: none"> • Legal matters, especially legal sector cooperation and the implementation of legislative priorities of PIF Declarations. The programme provides legal drafting assistance to Forum Islands Countries; • Monitoring regional political developments and building capacity in conflict prevention and response and conducting election observer missions; • Developing operational policy guidelines for the Biketawa Declaration; • Land and conflict minimization project; • Building the capacity of law enforcement agencies to combat transnational crime such as border management issues, data collection and anti-money laundering;

	<ul style="list-style-type: none"> • Implementation of the Pacific Islands Regional Security Technical Cooperation Strategy; • Regional Model Counter Terrorism and Transnational Organized Crime Bill has been completed; • Supporting the Annual Forum Leaders Meeting and the Forum Regional Security Committee Annual Meeting and implementing recommendations of this meeting, this includes the formulation of a Pacific Human Security Framework for Conflict Prevention. <p>AusAID Country Program A21 million. Support to the justice sector continues with an emphasis on community justice initiatives.</p> <p>The law and justice program as it was in 2006 (pre-coup), largely worked at an institutional strengthening and integrated approach level with the law and justice ministries (police, DPP's, Judicial, Justice, Prisons, Social Welfare, and Youth). In 2007 (post coup) the continuing program was focused on existing pilots or elements of the 2006 program that primarily focused on how the community experiences justice. Those elements are namely the:</p> <ul style="list-style-type: none"> • Community safety and crime prevention - working more with local councils, vanua and youth groups • The problem solving court model - 2007 was about community education and awareness about the model, 2008 was hoped to be piloting in the Suva-Nausori corridor, Ba & Nadi-Lautoka but this is subject to AusAID relationship with the judiciary. • The operation of community corrections pilots in 3 locations- non-custodial sentencing (community work and probationary sentences) and rehabilitative activities • Support to the DPP's office continued - a business process review was undertaken in 2007 with recommendations to be implemented in 2008. • Training and support to CSOs was provided in 2007 specifically in relation to their organizational development - human resource, staff welfare and M&E, time management etc..
<p>ua lea</p>	<p>They do not currently work directly with Police, Prisons, or Justice Dept and our relationship with Judicial is limited to the Magistrates. They work closely with Social Welfare.</p> <p>AusAID Country Program budget A334.6 Million. Assistance to PNG's law and justice sector will continue to strengthen the ability of PNG agencies to improve application of the rule of law. Contribution to date A200 from 2003-2009. Support is provided through the Enhanced Cooperation Program (non-policing law and justice), the Law and Justice Sector Program and the Justice Advisory Group (JAG) which is a coordination mechanism for PNG's law and justice agencies and improves the ability of the sector to monitor its performance.</p> <p>The national law and justice policy (2000) guides the program and has three pillars:</p> <ul style="list-style-type: none"> • Improved functioning of the formal law and justice agencies to increase the effectiveness of the deterrence system; • Improved sectoral coordination to target priorities and improved operational performance and; • Increased focus on crime prevention and restorative justice. <p>The law and justice sector project has several sector priorities:</p> <ul style="list-style-type: none"> • Improve security and safety in urban areas; • Support the progressive development of comprehensive programs in provinces and rural areas to strengthen security and safety; • Strengthen the sector, the law and justice agencies, provinces and local level government, to deliver effective law and justice services; and • Support effective law and justice systems in Bougainville.
<p>ioa</p>	<p>AusAID Country Program Budget A15 million. Helping to strengthen the capacity of the Samoa Police service.</p>

<p>mon Islands</p>	<p>AusAID Country Program budget A95.4 Million for RAMSI and Bilateral Aid Program. Through the bilateral aid program and the Regional Assistance Mission to Solomon Islands (RAMSI), Australia works to contribute to a safer and more secure Solomon Islands by strengthening the law and justice system, including through upgrading court and prison infrastructure and supplying High Court judges, magistrates, prosecution and defence lawyers and prison personnel. RAMSI SSR programmes include:</p> <ul style="list-style-type: none"> - Ongoing support to the reform and capacity building of the Solomon Islands Police Force - Comprehensive Law and Justice Sector Support Program, covering the judiciary, Justice Ministries and prisons services - Support to national oversight bodies, including the Ombudsman's Office and the Leadership Code Commission, under the RAMSI Machinery of Government Programme.
<p>ga</p>	<p>AusAID Country Program Budget A12 million. Australia is providing funding and technical support for customs and policing. This included support to the Customs Interim Assistance Program, which helped the government to increase revenue collection at the border by A\$ 8 million. Australians also joined the bench in Tonga, filling positions of Tongan Supreme Court Judge and Senior Crown Counsel.</p>
<p>uatu</p>	<p>Country Program Estimate: \$32 million. As part of Australia's assistance to Vanuatu support is being provided to the law and justice sector through new police and legal capacity building programs drawing on the technical expertise of the Australian Federal Police and the NSW Attorney-General's Department.</p>

**UN Development Programme
Pacific Centre**

Award ID: 00048493
Project: 00062716
Award Title: Pacific CPR
Start Year: 2008
End Year: 2009

Budget (US\$) as of 17 August 2008

Donor	Fund	Amount
CIDA	26921	689,670
CIDA	26950	100,330
Total Budget		790,000
Total Expenditure		-
Award Total		790,000
Unprogrammed/Unfounde		-

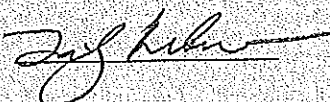
**Implementing Partner
(Executing Agency):** UNDP (Direct Execution)

**Responsible Partner
(Implementing Agency):** UNDP (Direct Execution)

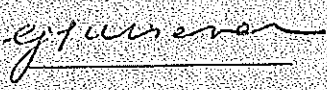
Revision Type: Project Approval

Brief Description: Project Approval and budget setup to establish budget for CPR Project "Support for the Capacity Development of Governance Institutions in the Security Sector in the Pacific"

Agreed By: Tolly Kurbanov, Deputy Resident Representative, UNDP Fiji MCO

Signature:  **Date:** 17/8/08

Agreed By: Garry Wiseman, Manager, UNDP Pacific Centre

Signature:  **Date:** 19/8/08