

United Nations Development Programme

Project Document



Project Title:	SECURITY SECTOR GOVERNANCE (PSSG) PROJECT (PHASE I)
Expected Regional Outcome(s):	Security Sector Governance in the Pacific, and in select Pacific Island Countries, is transparent, democratic, inclusive, and responsive to the needs of ordinary citizens and is aligned with the guiding principles to enhance security sector governance approved by Pacific leaders in August 2014, to promote peaceful and inclusive societies for sustainable development.
Expected Output(s):	<p>1. Security Sector Governance enhanced in the Pacific through support to regional dialogues and knowledge sharing fostering South-South and Triangular Cooperation and support to select Pacific Island Countries to develop new national security strategies and associated security sector governance mechanisms.</p> <p>2. Security Sector Governance enhanced in Fiji through support to the development of a new national security strategy and related White Papers, capacity building for civilian oversight mechanisms and human rights and prevention of sexual and gender based violence training for military forces, police and corrections service.</p> <p>3. Security Sector Governance enhanced in Papua New Guinea through strengthening capacities within the Office of Security Coordination and Assessment to support the full implementation of the Papua New Guinea 2013 National Security Strategy.</p>
Executing Entity:	UNDP
Implementing Agencies:	UNDP
Partnership Strategy:	UN Women, OHCHR, DPKO, UNODC, Pacific Islands Forum Secretariat, Secretariat of the South Pacific Community (SPC), ISSAT/DCAF and selected NGOs.

This project promotes enhanced Security Sector Governance (SSG) in select Pacific Island Countries (PICs) to improve human security in the region and provide a fundamental basis for economic, social and political development. It does so by raising awareness on improved security sector governance concepts through constructive engagement with Governments, Parliaments, civil society and the media as well as providing financial and technical assistance and training to help countries achieve transformation of their security sector towards more effective, accountable and inclusive institutions able to provide security to all its peoples through professionalism with improved capacities. The political landscape in many of the PICs is changing bringing new opportunities and increased enthusiasm to embrace more holistic and inclusive security policies and security sector reform that are sector wide in nature and founded on human rights principles. This is clearly evidenced in the Pacific leaders August 2014 approval of Guiding Principles to Enhance Security Sector Governance. The PSSG project has a strong emphasis on accountability, transparency and the inclusion in decision making for women, with gender equality being a significant objective, and youth as well as a focus on the most vulnerable in the region. This project document identifies strategic priority interventions for a Phase 1 which is aligned to the current funds availability: Output 1 focuses on priority activities as part of an overall regional approach. Outputs 2 and 3 provide specific activities for Fiji and Papua New Guinea who have already commenced taking their national security policy and implementation forward. Phase 1 of the project will provide the foundation for a possible follow on Phase 2 (depending on funding availability), including specific country programmes. The project will be implemented by UNDP in partnership with a number of UN agencies (UN Women, OHCHR, DPKO and UNODC), relevant regional organisations and other partners.

Project Period: 15 months Key Result Area (Strategic Plan): Inclusive and Effective Democratic Governance (Outcomes 2, 3 & 5) Atlas Award ID: 00094411 Start date: 1 January 2016 End Date: 31 March 2017 BPAC Meeting Date: December 2015 Management Arrangements: DIM	Total resources required: USD \$ 320,000 Total allocated resources: <ul style="list-style-type: none"> • BPPS – Dutch SSR contribution: USD \$ 200.000 • Other Donor(s): TBC In Kind: ISSAT / DCAF, DPKO, UNDP Global RoL
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Agreed by UNDP: Mr Peter Batchelor, Manager, UNDP Pacific Centre

I. SITUATION ANALYSIS

1. Background

The promotion of peaceful and inclusive societies for sustainable development and the building of effective, accountable and inclusive institutions at all levels envisaged under Sustainable Development Goal 16 is directly impacted by security challenges facing Pacific Island Countries (PICs). PIC leaders already acknowledged this link in August 2014 through approving a set of guiding principles to enhance security sector governance (detailed at Annex 3) with the first principle being that ‘the provision of security is a core responsibility of government and provides a fundamental basis for the economic, social and political development of our nations’. The challenges to Security Sector Governance (SSG) work in the Pacific are many and varied. SSG in the Pacific context, basically refers to approaches to be adopted to ensure that security sector institutions (Police, Military, Corrections Services, Intelligence agencies, Immigration and Customs) are accountable to laws, democratic oversight and checks and balances, rather than subject to the discretion of individual commanders or police chiefs. Impunity in the security sector weakens legitimacy and perpetuates human rights violations. Democratic Governance of the security sector strengthens the rule of law, which is a fundamental requirement for citizen’s safety, trust and legitimacy all of which underpins effective state building and sustainable development.

The PICs have also experienced a variety of conflicts and in some areas general deterioration of the rule of law. Papua New Guinea (PNG) had a conflict over mining resources where grievances led to conflict lasting over a decade. Since Independence, Fiji has gone through a series of political and security challenges with elections held on the 17 September 2014 now providing a democratically elected government. Solomon Islands had tensions in 2000 between Guadalcanal and Malaita which saw the complete breakdown of the rule of law thus warranting a regional intervention in the form of a Regional Assistance Mission for Solomon Islands in 2003 that is still ongoing. New Caledonia and Vanuatu have also seen some security upheavals as was the case in Marshall Islands and Tonga. In addition, whilst other security challenges vary depending on the specific country, other security challenges have included non-traditional internal and external security threats such as transnational crimes, food security, sexual and gender based violence, impacts of climate change, disasters, land related conflicts, violations of human rights, rapid urbanization and weak governance.

Peace and stability in the Pacific has been hamstrung by weak governance institutions and poor delivery of services by state security actors. Political clientelism and patronage have often underpinned bad governance, with its attendant consequences. The oversight of budgetary processes in most security sector institutions in the Pacific still continue to be a huge challenge that warrants a change of mind-set at the highest levels of Government. The wave of political change in the Pacific in recent years has however seen democratic values and the rule of law being strengthened with regular elections and political paradigm shifts bringing on board new leaders and stakeholders with diverse views and experiences to deal with regional security challenges.

The Pacific region still continues to grapple with weaknesses in normative frameworks and institutional mechanisms for gender equality and women's empowerment. Critical areas of public and political participation, economic empowerment and elimination of violence against women and girls still needs to be vigorously addressed in a concerted way. There are many nuances why things still remain this way in the Pacific, and the current project intends to engage with women and youth groups regionally and at member state level to support processes to enhance their security and facilitate meaningful contributions to the security sector decision making processes.

Youth constitute at least 40% of the population of most PICs. This youth bulge and high unemployment rates have exacerbated crime and insecurity. Youth contribution to security sector decision making has been marginal, and in some countries, youth appear to be socially excluded or marginalized. Many young people want to participate in the development dialogue in their countries, however the links between cultural norms, social values and youth marginalization is quite evident in many PICs where a very high premium is placed on hierarchy and authority.

Overall the huge cultural and tribal differences in many Pacific Island countries as well as their size, have often made discussion on security sector transformation a taboo for public discourse. Building consensus among donors and International partners on coordination of security sector governance assistance is often challenging and the isolation of Pacific Island countries, small economies and markets continue to present challenges which are exacerbated by uneven infrastructure, poor delivery of social services and high risks of environmental hazards, including climate change.

2. Policy frameworks for security in the Pacific Region

Several important achievements have been made in the Pacific Region in relation to Human Security through a series of commitments that were the results of extensive consultations. This includes the deployment of Bougainville Peace Monitoring Group in 1998 followed by the Bougainville Peace Agreement in 2001, and the deployment of the International Peace Monitoring Team for Solomon Islands in 2000 followed by the Regional Assistance Mission to the Solomon Islands in 2003. Both such examples demonstrated that collective regional resolve through cooperation and coordination coupled with institutional integration, could be catalytic for peace and security in the region.

The Human Security Framework for the Pacific 2012-2015

The Human Security Framework developed by the Pacific Islands Forum Secretariat in 2004 and further refined during discussions thereafter, provides a clear cut strategic foundation and understanding of human security by Forum Island countries within the Pacific context. It was informed by a series of consultations, research and guidance given by member states. The vision of the Pacific leaders was to have this framework as a standalone which addresses issues of peace, security and development in a much broader way. The framework distils and crystalizes a broader understanding of human security parameters specifically contextualized to the Pacific region to benefit governments of member states as well as international and development partners interested in the region. The focus is on political, economic, social, environmental, community, family and individual security and outlines how conflicts must be addressed from identification through mitigation and resolution. The framework is Pacific specific

and stresses on the need to use localised and collaborative approaches where feasible to mitigate conflicts with people to be encouraged to participate in security sector discourse and decision making.

The Framework for Pacific Regionalism

The Framework for Pacific Regionalism was endorsed by Pacific Island Forum Leaders in July 2014 and replaced The Pacific Plan for Strengthening Regional Cooperation and Integration. The Pacific leaders have continued to embrace the phenomenon of Pacific Regionalism as an expression of a common sense of identity and purpose, to lead progressively to the sharing of institutions, resources, and markets, with the purpose of complementing national efforts, overcoming common constraints, and enhancing sustainable and inclusive development within Pacific countries and territories and for the Pacific region as a whole.

The Framework is intended to support dialogue to address the key strategic issues of security, good governance, economic growth and sustainable development. The priorities identified under the security pillar are (1) Improving Human Security Outcomes for members, through advancing conflict prevention, conflict resolution mechanisms and peace building (2) Strengthening cooperation in the law enforcement and border security sectors to address terrorism and transnational crime (3) Promoting and consolidating regional stability through adherence to Forum values and the principles of the Biketawa Declaration. The strategic objective of the framework is that Security must ensure stable and safe human and political conditions for all.

The Pacific Regional Action Plan on Women, Peace and Security

The United Nations Security Council Resolution 1325 on Women, Peace and Security 2000 addresses the need for women's inclusion and participation in security sector decision making. This resolution urges states to increase the numbers of women at all levels of decision making (national, regional and international) related to prevention, management and resolution of conflicts.

A working group involving the Council of Regional Organisations in the Pacific (CROP) and the UN developed the Pacific Regional Action Plan on Women, Peace and Security endorsed by the Forum Regional Security Committee (FRSC) in 2012 and subsequently by Pacific Island Forum leaders in May 2014. This Regional Action Plan provides a framework at the regional level for Forum Members and Pacific Territories to enhance women's leadership in conflict prevention and peacebuilding, mainstreaming gender in security policy-making, and ensuring that their human rights are protected in humanitarian crises, transitional contexts and post-conflict situations. It also sets out a regional mechanism that will support regional and national efforts. The Regional Action Plan is being translated into National Action Plans by some Pacific member countries.

Guiding Principles to enhance Security Sector Governance in Pacific Island Forum countries

The Pacific Islands Forum Secretariat and UNDP Pacific Centre worked with PICS to develop a set of guiding principles for security sector governance in the Pacific region which were approved by Pacific Leaders in August 2014 as detailed at Annex 3. The process of developing these principles was informed by a series of national and regional consultations held in various Pacific countries from 2008 onwards. The key

principle is that regional security and inadvertently security of island nations is enhanced by national security policies that recognise the importance of maintaining a stable and secure region, through coordination and cooperation. Furthermore, the active participation of parliaments, the media and civil society in security affairs is important to ensure the roles and actions of security services are well understood and accepted by all citizens.

The Pacific Leaders and the Forum Regional Security Committee (FRSC) have encouraged Pacific Island countries to develop National Security Policies (NSPs) that will provide an overarching framework to address the security needs of the people and the state. The NSP once developed will give a common and agreed understanding of national core values, interests and threats, and will clarify and prioritize the roles and responsibilities of the executive, legislature, judiciary, accountability institutions, media, and civil society and security sector institutions. The NSPs are intended to promote and foster trust between government institutions, various stakeholders and the public.

Women and Youth Organisations

In 1995, the Beijing Declaration and Platform for Action was adopted by the Fourth World Conference on Women, and subsequently endorsed by the United Nations General Assembly in 1996. The Beijing Platform for Action constitutes a global framework for realizing gender equality and the empowerment of women and girls. The previous Strengthening Capacities for Peace and Development (C-PaD) project of the Pacific Centre aimed to foster women's groups' engagement with the Government in Fiji to open a window of opportunity to integrate gender issues and increase the participation of women in security sector discourse.

In July 2015 UNDP in collaboration with the University of the South Pacific and the University of Canterbury held a two day symposium in Fiji on 'Security partnerships: Future challenges for Fiji' to discuss the conceptualization of a country-specific definition of security. The symposium involved legislators, senior civil servants, security officers, civil society actors, academics, youth representatives and members of the international community with discussions bringing to the fore the multiple facets of security.

Bridging the divide between the youth and political leadership is now gaining momentum in some PICS for instance in Fiji after the elections of 17 September 2014, the Strengthening Citizens Engagement in Fiji Initiative (SCEFI) funded by the European Union (EU) supported six national youth forums around the country. The forums with the theme of 'Youth Voices in Transition 2014', brought together more than 300 youth from around Fiji to discuss youth-related issues, and their expectations for involvement in decision making on governance. The outcomes of the youth forums and the reviewed National Youth Policy were presented by the Fiji Minister of Youth to the first Pacific Regional Commonwealth Youth Ministers meeting in September 2014 held in Samoa.

Security Sector Management and Oversight Bodies

Democratic oversight of the security sector is a fundamental requirement for the promotion of transparency and accountability and their management by the executive branch of government. In principle the security sector should be independent, thoroughly understand its roles and responsibilities and must be well resourced. Security Oversight and Management Bodies include the Parliaments, Office of the Ombudsman, the Judiciary, Auditor General's office, Civil Society and the Media. The legislature's role is to ensure that security institutions address the real security concerns of the country and its people and that tax and other resources are used for the intended purposes. The rule of law and human rights must be upheld at all times.

In the Pacific region, there is a variation in the size of the legislatures. Numbers vary from 33 in Tonga, 50 in Fiji to 109 in PNG. Parliament in many of the PICS have not been providing the required oversight to the security sector due to innumerable factors ranging from lack of resources, staffing for committee secretariats and paucity of security sector governance knowledge.

There are currently four national parliamentary Projects supported by UNDP in the Pacific – in Fiji, Samoa, Tonga, and Solomon Islands and discussion with the Parliaments of PNG and Vanuatu for their respective national UNDP Parliamentary Support projects. There are smaller support projects for Parliaments in Kiribati, and Tuvalu.

The focus of these national parliamentary support projects is to provide technical assistance to the Office of the Speaker and the Office of the Clerk on strengthening administrative and procedural processes of Parliament, provide guidance on the work of the Committees according to the Standing Orders of the Parliament, and coordinate the support from development partners to Parliament. The current project on SSG will have strong linkages with existing parliamentary projects in the target countries in provision of training on Security Sector Governance, especially oversight and management of the security sector.

Whist Ombudsmen Institutions have a significant role to play in providing oversight and management of the security sector, such offices have not been given the full support they require by some Pacific Island countries. These offices are meant to protect the public against human rights violations, abuse of power and maladministration by the security sector. PNG has a functional and effective Ombudsman Commission and Tonga a Public Relations Commissioner. Fiji is yet to re-appoint an Ombudsman, and Solomon Islands does have one in the office of the Prime Minister. The project will engage with these offices in the target countries to help build capacity for effective discharge of oversight responsibilities.

3. United Nations involvement in Security Sector Governance initiatives globally and in the Pacific Region

The UN Inter-Agency Security Sector Reform Task Force (IASSRTF) was established in 2007 and is geared towards promoting an integrated, holistic and coherent United Nations security sector reform (SSR) approach that envisages to assist States and societies in establishing effective, inclusive and accountable security institutions, so as to contribute to international peace and security, sustainable development and the enjoyment of human rights by all. The IASSRTF also coordinates implementation of S/RES/20151

(2014) the first stand-alone resolution on SSR. The UN proposes sector-wide initiatives that address the strategic, governance and architectural frameworks of the sector. According to OECD/DAC this refers to the defence forces; law enforcement agencies; corrections services; intelligence services; institutions responsible for customs and border management and national emergencies. There are linkages with the criminal justice system, other legislative and security management bodies and those providing oversight functions (media, parliament, civil society). Other non-state actors include customary or informal authorities and private security services.

The United Nations recognizes that its role in supporting regional and national authorities in their reform of the security sector is conditioned by the fact that it will rarely be the exclusive actor that supports such reform processes. However, the role of the United Nations in supporting SSR processes is also defined by the organization's legitimacy and global character, and has both a normative and operational component. Supporting the incorporation of international legal standards, including human rights and the rule of law and ensuring that policies are aligned to countries developmental frameworks is very important. There is demonstrable evidence that the United Nations through its Development Programme has been involved in this sphere of work and has comparative advantage and political savvy for this sensitive endeavor.

During the period 2008 to 2011 the UNDP Pacific Centre in collaboration with the UNDP Bureau for Crisis Prevention and Recovery (BCPR) the Regional Security Sector Governance Project in the Pacific – Regional Initiation Plan for capacity development of governance institutions in the security sector in the Pacific Region. The support was aligned with the UNDP strategic Plan (2008-2011) for crisis prevention and recovery and the 2008-2011 Asia-Pacific Regional Programme document. Joint partnerships and synergies were established with the Pacific Island Forum Secretariat (PIFS) and the Geneva Centre for the Democratic Control of the Armed Forces (DCAF). The desired outcome of the project was to have in place security sector institutions in the Pacific with legislative, structural and organizational frameworks that are more responsive to the needs of ordinary citizens, including the poor, marginalized and most vulnerable groups. Oversight structures were to be capacitated (Parliament, Civil Society, media, ombudsmen) to ensure that the sector is effective, transparent and accountable to the people.

This Regional Security Sector Governance Project targeted Fiji Islands, Papua New Guinea, Solomon Islands and Vanuatu, to raise awareness on SSG through knowledge transfer and building capacity of security sector institutions. It was implemented by UNDP Pacific Centre in close cooperation with the Pacific Islands Forum Secretariat (PIFS). The initiative was meant to promote SSG reforms as a means of providing effective security and law enforcement services to communities, by emphasising the accountability of security institutions to elected political authorities, oversight mechanisms and the Rule of Law. The initiative sought to complement existing reforms and capacity building efforts undertaken in the Pacific by supporting domestic activities in these five target countries.

Achievements of the Regional Security Sector Governance Project and associated initiatives were that national strategic planning sessions and consultations with key stakeholders were held in Papua New Guinea, Solomon Islands and Vanuatu coordinated by UNDP PC, PIFS, the DCAF and the respective

Governments. The release of a joint UNDP/PIF/DCAF publication (2010) 'Enhancing Security Sector Governance in the Pacific Region: A strategic Framework' was also a result of this initiative. Furthermore, other results included the organization of a successful regional conference on Security Sector Governance in the Pacific in Tonga in April 2009. Whilst subsequently Papua New Guinea developed a National Security Policy which was launched by their Government in December 2013, other countries did not develop their policies due to a range of factors but primarily related to the many political upheavals and challenges they had at the time.

Initiatives building on and following the Regional Security Sector Governance Project also supported a regional meeting on 'Security Sector Governance in the Pacific' jointly organized with the Pacific Island Forum Secretariat (PIFS) in Fiji in May 2013. This meeting provided the platform for the development and agreement between member states on the security sector governance guiding principles for the Pacific, which has been approved by the Forum Regional Security Committee (FRSC) and Pacific leaders at their meeting held in Palau in July 2014. Development of a Regional Action Plan (RAP) on Women, Peace and Security (1325) was also supported by the project and this now needs to be translated into national action by individual member states. Through knowledge products developed and disseminated, and experience shared across the region on contemporary security sector governance issues, awareness have been raised across government's' generally and members of the public to include women's groups, youth and other marginalized groups.

The intention is that the current project will build on these successes and provide innovative ways of creating the safe and secure environment for sustainable socio-economic development in the region. This can only be achieved through engaging directly with local communities, particularly women and marginalized groups to understand their needs and what human security really means to them. The need for Governments to communicate this human security concept is important and will only be effective when there is a shared understanding and engagement of communities to ensure that they contribute meaningfully to policy formulation.

II. OVERALL STRATEGY

1. Achieving transformation

Security is a key function of the state and inexorably linked with sustainable development. It is a precondition for peace and stability and should be delivered in a transparent, accountable and professional manner. In some Pacific countries poor oversight and weak management bodies have, however, seriously undermined delivery of security services to the state and the people. This therefore warrants effective partnerships with host Governments through provision of technical support, to ensure that legal and administrative arrangements for security are streamlined and operating fully within regionally agreed principles. Such security sector transformations though sensitive, are better initiated through a better understanding of the processes involved.

The cultural and ethnic differences in many Pacific Island countries as well as their size, have often made discussion on security sector issues difficult for public discourse. This sensitivity can be further exacerbated by the conventional religious, ethnic and traditional affiliations and connections between the Military, Police and the populace. This project therefore proposes to support dialogue on security sector issues using very practical people-centred, comprehensive, context-specific and prevention-oriented measures to encourage collaborative engagement involving all stakeholders at the national, regional and community levels.

Pacific leaders have demonstrated strong political commitment and built a strong consensus on a number of good initiatives to promote regional peace and security and stability. The framework for Pacific Regionalism signed up to by all leaders offers a unique opportunity to development partners and UNDP especially to support Governments within the Pacific UNDAF (2013-2017) and the UN Secretary-General's Five Year Action Agenda of 2012. The various different frameworks and commitments that Leaders of the targeted countries have signed up to in relation to improving human security offer an important entry point for the United Nations and partners to work with the respective countries to domesticate these commitments.

The Theory of Change for this project proposes that by supporting PICs both at regional and national levels to raise awareness on security sector governance concepts, by supporting constructive and inclusive dialogue on security sector governance, and providing targeted support for the development and implementation of national security strategies and associated governance mechanisms then this will contribute to the promotion of peaceful and inclusive societies for sustainable development. Security sector governance and policy development also offers a more inclusive way to organize security and an opportunity to mainstream through security providers elements that are found in the various international commitments on human rights, eradication of violence against women and addressing corruption and impunity in the security sector. The project will:

- Set the stage for the necessary consultations with the target countries to commence, with a view to transferring available knowledge on contemporary SSG principles and approaches and linkages to the post-2015 agenda;
- Use these initial consultations to forge partnerships and trust between target governments and UNDP in this sensitive area of work and thus set the stage for subsequent substantive UNDP support;
- Assist the UNDP mobilize the resources required to provide various forms of technical support to Security Sector Governance in the target countries;
- Tacitly bring onboard the views and perceptions of various oversight and management bodies of the security sector and build their capacity for such oversight functions;
- Support women's and youth organizations and groups to be part of the discourse on Security Sector Governance and more especially participating fully in National Security Policy formulation processes;
- Facilitate a gender perspective to community safety and security in Pacific Island Countries with gender equality in these processes being a significant objective with gender issues fully integrated into all training and capacity development and the use of sex disaggregated data being integral to the project strategy;

- Assist Fiji to develop and Papua New Guinea to implement National Security Policy and Strategic Action Plan; and
- Adapt the UN SSR guidance notes for the Pacific context, update the 2010 previous knowledge product of 'Enhancing Security Sector Governance in the Pacific Region: A strategic framework' to reflect developments in the fast five years and the post-2015 agenda, and provide details on best practices for gender-sensitive security sector governance in the Pacific Region.

2. Implementation approach

Building partnerships

The role of certain Regional Organizations in SSG in the Pacific is critical. The strong partnership UNDP has established with the Pacific Island Forum Secretariat since 2008 will be built upon by harnessing their key role in the Pacific of developing conflict prevention and peacebuilding frameworks accepted by all member states. UNDP will leverage its comparative advantage and neutrality in the area of security sector governance and explore partnerships with other organisations as required, including relevant UN agencies such as UN Women, UNODC, OHCHR and DPKO who are members of the UN Inter-Agency SSR Task Force (IASSRTF).

Linking with other projects

This project will link with other ongoing UNDP projects on topics such as parliamentary strengthening, strengthening citizen engagement, and Access to Justice. The project will also be linked to other UNDP governance initiatives at individual country levels. Technical expertise as required for this security sector governance initiative in member states will be drawn from the Bureau for Policy and Programme Support (in New York and Bangkok) as well as the United Nations Security Sector Reform unit in DPKO in New York. The regional platform will be used to strengthen partnerships and develop synergies with national players, donors and other development partners. During the implementation of the project, various implementing partners with regional networks will be used, depending on their area of work and expertise.

Engaging the national and subnational levels

The governance and management of security at the national level normally falls under the collective responsibility of various departments within the executive. The organization of these departments is usually determined under specific legal and regulatory frameworks, such as the constitution, relevant legislation and the national security policy, which define the relations of hierarchy and interdependence between the various actors of the executive involved in security sector governance. Acknowledging variations in security arrangements amongst states, generally this responsibility is carried out by statutory defence and security forces, justice and rule of law institutions, public oversight and management bodies, civil emergency units and non – security statutory bodies such as private security companies, traditional and customary authorities. This project will engage authorities both at the national and subnational levels

in the target countries to build relationships and sustain commitment in developing policies and implementing reform that are people centric. Given the challenges posed by rapid urbanization that entail internal security threats this project will also include municipalities in the discussions. As the achievement of the project outputs is very much dependent on this ongoing and proactive involvement at the national and subnational levels the risk analysis at Annex 2 identifies potential risks and mitigation measures.

Civil Society participation

Civil society participation will be addressed in the project through opening up dialogue forums with Government stakeholders and International partners, thus promoting an understanding of roles and responsibilities of all actors. This will offer the unique opportunity of addressing fundamental security sector challenges in the Pacific region. The UNDP as a convenor will facilitate such dialogues in member states.

Strategically this project will focus on supporting civil society organizations and NGOs to be part of national security policy formulation processes (this approach was used in PNG and Fiji). Approaches will be linked to relationships already built with civil society groups. A bottom up approach as a core development principle will be adopted, with a view to closing the gap between the periphery and the centre. To further buttress security sector governance, the media which plays a key role on accountability issues, will be positively engaged and capacity building needs identified and supported. This is geared towards assisting them to contribute more meaningfully to management and oversight of the security sector.

Knowledge Advisory Partners

Security Sector Governance is a highly technical and normative framework set in a specific political space. It must therefore be based on sound knowledge and evidence based diagnosis of challenges and opportunities in target countries. The current project will seek to use existing knowledge based institutions and expertise both within and outside of the UN system, to provide empirical research into specific issues as required. For instance a key knowledge gap in the Pacific Region appears to be a gender-sensitive approach to security sector governance. Knowledge and advisory services may be required in this critical area. Much work has been done in implementing UNSC Resolution 1325. However, there is still need to raise awareness on women's specific security needs and have them reflected in all security sector governance interventions. This project will complement work currently been done by other UN Agencies (UNWOMEN; UNFPA; UNICEF; UNAIDS) on women's social protection and gender equality. Gender will be mainstreamed across all activities of the project.

Where required, partnerships will be forged with "think - tank" institutions and academia, such as Geneva Centre for the Democratic Governance of the Armed Forces (DCAF), the Asia Pacific Centre for Strategic Studies (APCSS) and the International Security Sector Advisory Team (ISSAT) that will come in at different stages to provide specific expertise in updating (such as the 2010 'Enhancing Security Sector Governance in the Pacific Region: A strategic framework') or developing knowledge products, workshops

or in policy work. Further the SSSR Unit in DPKO that has a lead on SSR in Peace Keeping and Mission contexts will lend support and participate by providing expertise for training (for example linked to Fiji peacekeeping support), other relevant technical expertise such as support through a detailed assignment and also sharing of common lessons learned from support to national SSR processes as identified for example through the IASSRTF.

3. Outputs

The project is linked the UNDP Pacific Centre Project Document 2014 – 2017 ‘Achieving the simultaneous eradication of poverty and a significant reduction of inequalities and exclusion in the Pacific (2014-2017)’ and also Outcome 5.1 of the Pacific UNDAF 2013-2017 on governance. There are three main outputs under this project which are described in more detail in Annex I: Results and Resource Framework. The first output focuses on the Pacific region as a whole while the second and third outputs are specific to Fiji and Papua New Guinea. The first output provides a platform for convening region wide conversations (and experience sharing) on democratic security sector governance; and for the provision of technical assistance, on request, to other Pacific countries (apart from Fiji and Papua New Guinea) who are interested in undertaking work/reform on security sector governance, including the development of national security policies/strategies. The second output focuses on providing technical support, on request, to Fiji’s process of security sector reform, including the formulation and implementation of a new national security strategy. The third output focuses on providing technical support, on request, to Papua New Guinea to support the implementation of its new national security policy. Both Fiji and Papua New Guinea have requested technical support from UNDP.

The three outputs are as follows:

Output 1: Security Sector Governance enhanced in the Pacific through support to regional dialogues and knowledge sharing fostering South-South and Triangular Cooperation and support to select Pacific Island Countries to develop new national security strategies and associated security sector governance mechanisms.

This output focuses on promoting more transparent, democratic, inclusive and responsive security sector governance in the Pacific, and in select PICs. It provides a platform for convening region-wide, and national, conversations and experience sharing and south-south cooperation on security sector governance issues, including the development of national security strategies and policies that are based on the Pacific regional human security framework, and aligned with the guiding principles on security sector governance approved by Pacific leaders in August 2014. It also provides a platform for UNDP and PIFS to provide targeted technical assistance, on request, to select PICs on a range of security sector governance issues, including the development of national security policies, and gender issues to enhance the role of women in security sector governance and decision making. It will be important to ensure that the technical assistance is also aligned with UN best practice. This output will also produce the following knowledge products: Adapt the UN SSR guidance notes for the Pacific context, update the 2010 previous

knowledge product of 'Enhancing Security Sector Governance in the Pacific Region: A strategic framework' to reflect developments in the past five years and the post-2015 development agenda, and provide details on best practices for gender-sensitive security sector governance in the Pacific Region.

This output will be implemented by UNDP (Pacific Centre and Pacific COs) and the Pacific Islands Forum Secretariat in partnership with a range of other relevant UN agencies (e.g. UNODC, UN Women, OHCHR, DPKO), regional organizations and NGOs. A key focus of this output will be on experience-sharing, south-south and triangular cooperation and knowledge management.

Output 2: Security Sector Governance enhanced in Fiji through support to the development of a new national security strategy and related White Papers, capacity building for civilian oversight mechanisms and human rights and prevention of sexual and gender based violence training for military forces, police and corrections service.

Fiji held its first democratic elections in nearly 8 years in September 2014 with the new Fiji Government now embarking on a process of security sector reform, which includes the development of a new national security strategy, and related White Papers on various security topics such as Defence, Police, Intelligence and Immigration. This output will focus on three key activities. First, the provision of technical assistance, on request, to the Fiji Government on security sector governance issues, including the finalization and implementation of the new national security strategy and related White Papers, Second, working with Parliament including the Public Accounts Committee, Foreign Affairs and Defence Committee and other civilian institutions (Ministry of Finance, Ministry of Defence, and Auditor-General's Office) to strengthen democratic civilian control of the armed forces. Third, human rights and prevention of sexual and gender based violence training for the Fiji military forces, police and corrections service in partnership with OHCHR and NGOs.

This output will be implemented by UNDP (PC and Fiji MCO), in cooperation and collaboration with other relevant UN agencies and NGOs (e.g. UN Women, UNODC, DPKO and OHCHR), regional organizations and development partners (e.g. APCSS, New Zealand, USA). It will also link with other relevant UNDP governance projects in Fiji. This includes the Fiji Parliamentary Support Project, which has a specific focus on capacity building work with various committees such as Public Accounts, Foreign Affairs and Defence); and the SCEFI project, which has a specific focus on facilitating the engagement of Fijian NGOs/CBOs with government and parliament on a range of governance issues, including security sector governance.

Fiji is an important contributor to UN Peacekeeping missions both military and police. This output will therefore also include the provision of training and capacity building for Fijian military and police personnel prior to deployment in UN Peacekeeping missions. This training and/or capacity building will be provided by UNDP in partnership with DPKO and other groups which could include UNOHCHR, UN Women and SPC/RRRT.

Output 3: Security Sector Governance enhanced in Papua New Guinea through technical support for the full implementation of the Papua New Guinea 2013 National Security Strategy.

In the Pacific, Papua New Guinea has gone the furthest in actually developing a national security strategy that is consistent with the regional Human Security Framework, and the Pacific guiding principles for security sector governance. The UNDP Pacific Centre and PNG CO provided technical assistance for the finalization of PNG's national security strategy, which was approved in late 2013. The challenge is now to see its full implementation, which is the responsibility of the Office of Security Coordination and Assessment (OSCA) located in the Prime Minister's Office. This output will therefore focus on the provision of technical assistance, on request from the OSCA, to support the full implementation of the new national security strategy.

This output will be implemented by UNDP (Pacific Centre and PNG CO) in collaboration with relevant UN agencies (e.g. UN Women, DPKO), and regional organizations (e.g. PIFS). This output will also link with existing UNDP governance projects in PNG such as parliamentary support, armed violence reduction and GBV.

Part IV: MANAGEMENT ARRANGEMENTS

The project will be managed by the UNDP and executed utilizing the Direct Implementation (DIM) modality and supported operationally by UNDP in country presence. Under this project, UNDP will partner with other relevant UN Agencies, government ministries and departments of the target countries and well as relevant CROPS. The Project will have a Project Advisory Board Chaired by the Pacific Centre. The membership will include the Pacific Centre Management Board including the Regional Bureau for Asia and the Pacific, two senior suppliers of any agency or government supporting the project, either technically or financially. Senior beneficiaries from a technical standpoint, will be target countries on whose behalf the project will be implemented. Hence these will include the UNDP Fiji Multi-Country Office, the UNDP PNG Office, UNDP Solomon Islands Sub -Office and the UNDP Samoa and Vanuatu Sub-Offices. The Project advisory board will provide strategic guidance to the implementation of the project and will meet twice a year or more frequently as required. Meetings will be recorded through minutes and participants lists. The chair will have responsibility for reporting progress to donors.

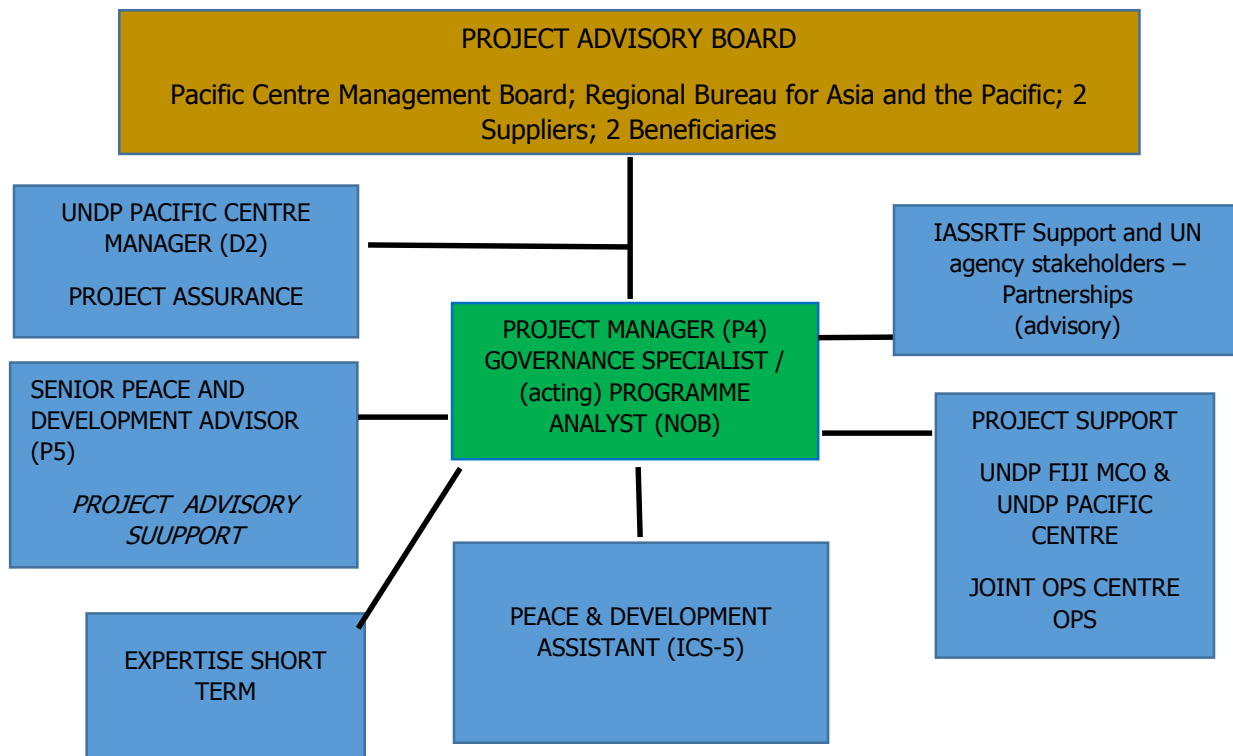
Under the UNDP Pacific Integration and Coherence Plan there are numerous changes to the organizational structure to be implemented in early 2016 and the need for the appropriate attrition of costs to projects. Noting these issues, the Project team will be drawn from existing shared resources and will comprise a Project Manager (P4, Governance Specialist, no cost to project) to oversee project management functions of (acting) Programme Analyst (NOB, 10% cost to project) and Project Assistant (ICS-5, 40% cost to the project). The Project team will be charged with the day to day management of the project with respect to planning, monitoring, reporting of progress, logistical, administrative and financial support. The Senior Peace and Development Advisor (P5, no costs to the project) will provide project advisory services to all project outputs and manage and undertake strategic level engagements with key stakeholders. The

Project will receive operational support from UNDP Pacific Centre and UNDP Fiji Multi-Country Offices, Joint Operations Team. The Governance Specialist (P4) has gender expertise and background to support the implementation of gender equality being a significant objective of this project, with the project being assigned Gender Marker 2.

The Pacific Centre Manager will be the Project Assurance Officer, and in this capacity will carry out objective and independent project oversight and monitoring functions and review deliverables as deemed necessary. The Project Managers tolerances will be monitored by the Project Assurance Officer, especially when they are thought to have been exceeded in terms of time and budgeting. The Project will be subject to periodic UNDP reviews and to a final evaluation to entail detailed information on project status with respect to outcomes, outputs and budgeting as outlined in the resource and results framework.

Finally the IASSRTF along with other UN agencies will act as advisory to the Project Manager to ensure that important linkages are made to other stakeholders – in particular to ensure that the project is inclusive and brings in the relevant expertise to the various different forums, workshops and activities envisaged under this project.

PROJECT ORGANISATIONAL STRUCTURE



Part V: MONITORING FRAMEWORK AND EVALUATION

The project will be implemented in accordance with procedures outlined in the UNDP User Guide and will fully adopt the M&E reporting framework of the UNDP Pacific Centre. The Results and Resources Framework and Annual Work Plan (AWP) (to be developed for 2016) incorporated into this project document will be the key reference material for performance monitoring and reporting. The project results will be properly tracked and its impact whether intended or unintended measured through a result-based plan. The indicators will be SMART, disaggregated by sex, location of beneficiaries, vulnerable and marginalized groups and it will be ensured that all M&E actions are gender sensitive and human rights based. Biannual progress report, technical and financial report based on the AWP and the ERP Atlas system will be prepared to draw feedback from stakeholders of the project.

The PSSG project is subject to independent evaluation in respect of its overall performance and delivery related to the outcomes, outputs and activities. These will be evaluated at the regional and national levels. Lessons to be learned and best practices will be discussed at the Project Advisory Board meetings which will be held biannually. A final report will be prepared by the UNDP PC, which will include lessons learned and good practices within 3 months of the expiration of the project, and submitted for review and consideration by the Project Advisory Board. Evaluation and final reporting requirements will be adjusted accordingly if a Phase 2 of the project is supported.

Part VI: LEGAL CONTEXT – Regional Project

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAA’s for the specific countries; or (ii) in the [Supplemental Provisions](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof.

This project will be directly executed by the agency (UNDP Pacific Centre) (“Implementing Partner”) in accordance with UNDP’s financial regulations, rules, practices and procedures.

The responsibility for the safety and security of the Implementing Partner and its personnel and property, 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

ANNEX I: RESULTS AND RESOURCE FRAMEWORK (RRF)

Intended Output and result as stated in the UNDP Pacific Centre Project Document 2014 – 2017:

- Output 2.2: Rule of law institutions strengthened to promote access to justice and legal reform to fight discrimination and address emerging issues; Result 2.2.B: Regional policy dialogue and South-South exchange on human rights issues, role of civil society and practical application of the Regional Human Security Framework and Regional Action Plan for Women Peace and Security.
- Output 3.3: Mechanisms enabled for consensus building around contested priorities and for addressing specific tensions through inclusive and peaceful processes; Result 3.3.A: National policy frameworks that are informed by the Regional Security Framework for Conflict Prevention are being implemented; Result 3.3.B: Support women's improved participation and leadership in peace-building processes and decision-making forums.

Related Output Indicators as stated in the UNDP Pacific Centre Project Document 2014 – 2017 Results and Resources Framework, including baseline and targets:

- Output Indicator (2.2.3): Degree to which the Regional Action Plan for Women Peace and Security is integrated into national plans and strategic security and development frameworks, Baseline: 0, Target: 3
- Output Indicator (2.2.4): Degree to which the regional human security framework is utilized as a guide for security and development interventions by Pacific countries, Baseline: 0, Target: 1
- Output Indicator (3.3.1): Number of countries in which policy frameworks and institutional mechanisms for consensus building and peaceful management of conflict and tensions are informed by women's participation and contributions, Baseline: 0, Target: 2 (Also IRRF & SP output indicator 5.5.2)
- Output Indicator (3.3.2): Number of countries that have policies and frameworks in support of the women, peace and security agenda, Baseline: 0, Target: 2
- Output Indicator from IRRF & SP 3.5: 3.5.1: Number of countries with functioning security sector governance and oversight processes and / or mechanisms (disaggregated by those which are gender sensitive); 3.5.2: Number of evidence-based security strategies in operation for reducing armed violence and / or control of small arms.

Applicable Key Result Areas from 2014-17 Strategic Plan:

<ul style="list-style-type: none"> • Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. • Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services. • Outcome 5: Countries are able to reduce the likelihood of conflict and lower risk of natural disasters, including from climate change. 						
<p>Partnership Strategy: UNDP (Pacific Centre and COs) and the Pacific Islands Forum Secretariat in partnership with a range of other relevant UN agencies, DPKO, regional organizations and NGOs,</p>						
<p>Project title and ID (ATLAS Award ID): PACIFIC SECURITY SECTOR GOVERNANCE (PSSG) PROJECT (PHASE 1) and ATLAS Award ID 00094411</p>						
Project Outcome		<p>Security Sector Governance in the Pacific, and in select Pacific Island Countries, is transparent, democratic, inclusive, and responsive to the needs of ordinary citizens and is aligned with the guiding principles to enhance security sector governance approved by Pacific leaders in August 2014, to promote peaceful and inclusive societies for sustainable development.</p>				
Output 1		<p>Security Sector Governance enhanced in the Pacific through support to regional dialogues and knowledge sharing fostering South-South and Triangular Cooperation and support to select Pacific Island Countries to develop new national security strategies and associated security sector governance mechanisms.</p> <p>Global indicator: Level of structural and cultural violence</p>				
Sub-outputs	Targets	Activity Result	Indicators	Baseline(s)	Inputs 2016	Inputs 2017
1.1 Regional cooperation and the promotion of the Pacific Human Security Framework in the Pacific Island Countries is enhanced through a stronger Pacific Islands Forum Secretariat	<ul style="list-style-type: none"> • Support provided through the PIFS to PICs in developing more effective people centred security policies in line with regional frameworks linked to national development frameworks 	1.1.1 Consultations with Governments of chosen target countries on human security and security sector reform. The consultations will entail expertise and workshops allowing the countries to think through how they can improve or enhance security that benefits their people. For example in 2016 an Electoral security regional workshop and a Symposium on private	<p># countries committed in formulating a Human Right based security policies</p> <p># countries that have gender sensitive security policies</p> <p>% females participating in consultations and workshops</p> <p>Other useful indicators: Level of structural and cultural violence</p>	Existing Regional security Frameworks and agreements; Existing national security frameworks; national crime indicators; # military (M/F); # Police (M/F); national budgets for security (military/police); Small Arms Survey; Global Peace Index	30,000 (travel and conference costs). Q1/Q2	

		security firms in the Pacific region				
	<ul style="list-style-type: none"> Pacific Island Forum Secretariat provides high quality policy advice, co-ordination and implementation assistance in support of members' security and governance priorities that promote accountable institutions, democratic oversight and civilian participation 	1.1.2 2016 regional SSR/SSG meeting co-hosted with the Pacific Islands Forum Secretariat to promote human security and security sector Governance with a focus on appropriate Pacific security dimensions (To be undertaken in conjunction with 2.1.1)	# PIF personnel trained in preparation (M/F) # participants in consultations (M/F)	Existing frameworks and forum in the PICs; Previous training done by UNDP or other; Measure with questionnaires level of knowledge of principles of SSR	Funds under 2.1.1	
	<ul style="list-style-type: none"> International and regional experts, academia and Human Rights practitioners in the PIF countries partake in forums and consultations (including high level military, police and corrections officers and other key security sector players) with a view to leveraging the understanding of contemporary SSR and how it is integrally linked to development and human security 	1.1.3 Key knowledge product developed that includes: adapt the UN SSR guidance notes for the Pacific context and potentially update the 2010 previous knowledge product of 'Enhancing Security Sector Governance in the Pacific Region: A strategic framework' to reflect developments over the past five years and linked to the post-2015 agenda.	# knowledge products # contributors (M/F)		In kind	
1.2 Awareness and capacity for democratic security sector	<ul style="list-style-type: none"> PIF is able to train and convene major stakeholders, including the civil society and the 	1.2.1 Training extended to the PIF secretariat on effective democratic and civilian oversight in the security sector (in particular in relation to the	# persons trained (M/F) from all the different sectors	Existing data on oversight in the region		15,000

oversight enhanced in the PICs	public, to promote more effective and democratic security sector oversight in the PICs	development of the security policies and community security)	# SOPs developed for the PIF to continue consulting, sensitizing and training multiple stakeholders across the region			
	<ul style="list-style-type: none"> Stakeholders have more clarity on the roles and responsibilities of the executive, legislative, judiciary, media and civil society in security sector oversight. This includes a better understanding of drivers of corruption and impunity issues in the security and justice sectors to enable them to provide more effective oversight and demand accountability 	1.2.2 Government personnel from key institutions, parliamentarians and multiple civil society actors from the PICs are sensitized and trained on their respective roles in providing oversight of the security sector (PIF leads the training)	# persons trained (M/F) from all the different sectors # consultation forums to promote public participation in these trainings and discussions/policy making	Overview of the existing mechanisms in the PICs and their effectiveness (national statistical data collection)		17,210
1.3 Security sector incorporates gender and youth policies that will have a direct impact in enhancing the safety of women and prevention measures	<ul style="list-style-type: none"> Women's participation and influence in the formulation of national security policies and security governance is increased significantly to 	1.3.1 Conduct mapping and diagnostic consultations with women groups, local communities and civil society organisations to generate interest in contemporary Security Sector Governance and produce on best practice analysis for a gendered security sector governance in the	Number of women's groups mapped and participating in the workshops Document on best practices for a gendered	Any existing data available in the region (data is plenty but making sure the data is centralised to help with mapping is needed)	Funds under 1.1.1	

targeting youth across the PICs	<p>improve safety for women in the region</p> <ul style="list-style-type: none"> • Governance approaches strongly aligned with Pacific human security framework for national security policy formulation. • Target country governments are committed to integrating RAP on 1325 and the Pacific Human Security Framework into their security policies and governance • Youth is increasingly empowered and brought into consultation and into the discussions on human security, community human rights, rule of law and human rights 	Pacific Region (To be undertaken in conjunction with 1.1.1) (UN Women partnership)	security sector governance produced			
		1.3.2 Produce a series of country level and regional recommendations to support integration of human security and the Regional Action Plan on women peace and security (UNSCR1325) into the national development and budget plans including identifying local governance processes for ongoing engagement and strengthening of the regional CSO spaces in the Pacific Region. (To be undertaken in conjunction with 1.1.1) (UN Women partnership)	# recommendations made at regional and governmental levels # recommendations introduced into national plans	Country development plans and frameworks Forum Secretariat Reports	Funds under 1.1.1	5,592 (done in parallel to 1.1.1)
		1.3.3 Organise a women's forum to discuss SSR UNSCR 1325 issue affecting women's wellbeing from a human security perspective and discerning entry points for women's involvement in security review processes. (To be undertaken in	# participants (M/F); # decisions and actions # following up consultations in each PIC between participants from the forum and their respective governments	Existing national action plans in the target PICs	Funds under 2.1.1	15,000

		conjunction with 2.1.1) (UN Women partnership)	# of actions implemented			
		1.3.4 Partner with the National Youth Councils to organise symposium on human security in the region and how youth can contribute more effectively to community security	# of youth groups attending # national forums held afterwards in each PIC with their respective security institutions and Government	Existing youth reports with action plans in PICS		10,000
Output 1 sub-total					30,000	62,802
Output 2	Security Sector Governance enhanced in Fiji through support to the development of a new national security strategy and related White Papers, capacity building for civilian oversight mechanisms and human rights and prevention of sexual and gender based violence training for military forces, police and corrections service.					
Sub-outputs	Targets	Activity Result	Indicators	Baseline(s)	Inputs 2016	Inputs 2017
2.1 The Government of Fiji has increased capacity to implement security policies that are inclusive and in line with best practices and principles of Human Rights	Government of Fiji has adequate capacity to conduct a comprehensive security sector review and develop a national security policy that is inclusive, people centric and based on principles found in the UNSCR 2151 (2014)	2.1.1 Partner with the University of Canterbury New Zealand (Macmillan Brown Centre for Pacific Studies) and University of South Pacific to conduct a Security Symposium in Fiji that is inclusive and participatory (incorporating activities 1.1.2 and 1.3.3)	# participants in the Symposium (M/F) # citizens/ordinary civilians (M/F) in the Symposium # decisions/agreements issued	2015 Security Symposium	20,000 (travel and workshop costs) Q3	
		2.1.2 Expert Consultations with the Ministry of Defence, National Security (Police) and Immigration institutions on the new security policies	# consultations Recorded Results from the consultations and action points	Existing consultations (records)	21,210 (travel and workshop costs) Q1	
		2.1.3 Provide technical expertise and support to the Government in formulating their National Security Policy	# people receiving support (M/F) # people/institutions consulted during the	0: Policy exists that is obsolete and needs reviewing	15,000 (travel and workshop costs). Q3	

			review and development of the policy Security Policy developed (1-4 quality measured)			
	The police force is increasingly independent, empowered, trained, accountable, transparent, gender aware and supportive of human rights	2.1.4 Conduct national training on prevention of Sexual and Gender Based Violence for the divisional police commanders and their support staff from the 4 police divisional HQ (NGO partnership) GBV training of Fiji police force to be undertaken by experienced NGO with institutional links to Ministry of Women, Children and Poverty Alleviation and existing links through the Zero Tolerance Violence Free Community Programme	# of senior police officers of the Fiji Police Force attending the training % of female police officers attending the training Personnel knowledge assessed in the Fiji Police Force in SSR, HR and SGBV Training reports	Paucity of information on SSR, Human Rights and SGBV in the Fiji Police Force	20,000 (Grant to NGO) Q1	5,000
	The cadres of the Corrections Service are trained, accountable, transparent, gender aware and supportive of human rights	2.1.5 Conduct national training for the senior and middle level cadre of the Fiji Police and Corrections Services on SSR, Human Rights and prevention of SGBV (OHCHR partnership) As follow on from OHCHR human rights training completed in Q4 2015, undertake training and	# of participants at the senior level attending; % of female corrections officers participating; Personnel knowledge assessed in Fiji corrections Service in SSR, HR and SGBV (measure progress and understanding with questionnaires); Training report	Paucity of information on SSR, Human Rights and SGBV in the Fiji Corrections Service	25,000 (Travel and workshop costs) Q1, Q2	

		workshop for Review of SOPs/Code of Conduct to align to human rights standards. Also Training with Correction Officers.				
2.2 Security Policies take into consideration the needs of security of women achieved through improved women's participation in the review and development of security policies	Women are invited and have access to and are participants in all levels of the development of the Fiji's national security policy. Women are able to influence the policy to address issues of gender and promote SCR 1325.	2.2.1 Organize a Fiji national women's forum to discuss SSR, UNSCR 1325, issues affecting women's wellbeing from a human security perspective and identifying entry points for women's involvement in Fiji's Security Sector Review Processes (To be undertaken in conjunction with 2.1.1)	# and category of participants invited; # of key Government functionaries attending the meeting; # Women attending % Ratio of females participating # decisions and actions taken on board during these consultations into the SSR Policy/Strategy	Women's participation in security sector discourse in Fiji (low)	Funds under 2.1.1 Q3	10.000
2.3 Security Policies take into consideration the needs of security of youth to create a more stable future	Youth are invited and have access to and are participants in all levels of the development of Fiji's security policies and implementation and are able to influence the policy for improved prevention measures and increased security for youth.	2.3.1 Partner with the National Youth Council (NYC) of Fiji and UNDP Strengthening Civil Society Engagement for Fiji Initiative (SCEFI) to organize a national symposium on Human Security in Fiji and how the youth can contribute to security sector discourse	# and category of participants invited; # of key Government functionaries attending the meeting; # youth attending % Ratio of females participating # decisions and actions taken on board during these consultations into the SSR Policy/Strategy	Youth's participation in the security sector discourse in Fiji (low) Q2	In kind	
2.4 Parliament in Fiji has increased capacity to exercise oversight functions for the Security Sector	Strengthen the oversight functions of the Parliamentary Standing Committee on Defence and Security (not least as some members have just been elected and are new)	2.4.1 Partner with the UNDP Parliamentary Project to organize training for the Parliamentary standing committee on Defence and Security on Parliamentary Oversight functions	# of Parliamentarians in the standing committee attending % of Parliamentarians aware Annual Parliamentary Report	Weak oversight function # open inquiries # parliamentary debates on defence and security expenditure		5,000

2.5 Peace keeping personnel are better prepared and trained on key human rights and gender issues before deployment	Established curricula and training is introduced for peace keepers on Human Rights, Rule of Law, SGBV, Gender and community security (community relations)	2.5.1 Support to training sessions (TOT) and introducing appropriate curricula on HR and SGBV for military deploying to UN Peacekeeping missions. DPKO support	Curricula introduced # peace keepers trained	Security personnel knowledge on respective areas is low; Existing training programme	10,000 Q2	
		2.5.2 Support to training sessions (TOT) on community relations and community security DPKO support	Curricula introduced # peace keepers trained	Security personnel knowledge on respective areas is low; Existing training programme	10,000 Q2	
Output 2 sub-total					121,210	20,000
Output 3	Security Sector Governance enhanced in Papua New Guinea through technical support for the full implementation of the Papua New Guinea 2013 National Security Strategy					
Sub- outputs	Targets	Activity Result	Indicators	Baseline(s)	Inputs 2016	Inputs 2017
3.1 Capacity within Office of Security Coordination and Assessment developed to coordinate and implement a consultative National Security Strategy	OSCA is increasingly empowered with trained personnel to implement the NSP	3.1.1 Provision of technical assistance to conduct in house training for the two national consultants hired for: <ul style="list-style-type: none"> Alignment of Departmental and Agency Strategic Plans with the NSP Rolling out the media strategy for NSP 	# participants (M/F) % persons familiar with the NSS process # of Departments and Agencies strategic plans aligned to the NSS # of communities that are aware of the expected impact of the NSP	GoPNG Departmental and Agency strategic plans not aligned to NSS Paucity of public information on NSP		10,000
		3.1.2 Provision of technical assistance to support the review of the legislative framework to transform the Office of Security Coordination and Assessment into a National Security Agency (NSA)	New NSA legislation in place OSCA transformed to NSA	No NSA legislation in place. (OSCA is set up by the NSAC through the PM and NEC Act)		10,000

		3.1.3 Provide technical expertise for setting up the NSA once GoPNG approve structure	# of personnel trained in national security coordination and showing mark improvement in skills set # of national security briefings to the PM's Office from the NSA	The National security briefing regime for the PM's office is weak		10,000
3.2 Members of local government are better informed on the NSP to garner public support for its implementation to create the safe and enabling environment for sustainable development	70% (M/F) of Papua New Guineans know about and support GoPNG implementation of the NSP to improve public safety and security	3.2.1 Provision of technical expertise to conduct 4(four) PNG local level government regional workshops to raise awareness on the PNG National Security Policy and garner public support for its implementation	# participants (M/F) % persons familiar with the NSP process # of activities in the strategic action plan implemented by the GoPNG departments and agencies	Level of public awareness of the PNG NSP is low		20,000
Output 3 sub-total					0	50,000
Outputs 1, 2 and 3 Activities Total					151,210	132,802

Output 4: Effective Project Management	Year 1 2016 (12 months)	Year 2 2017 (3 months)	Total
Project management <ul style="list-style-type: none"> Peace and Development Assistant G5 (40% of total annual salary cost of 27,494) Governance Analyst NOB (10% of total annual salary cost of 59,019) 	10,998	2,749	13,747
Direct Project Costs, Common Services and Internal Evaluation	11,891	2,974	14,865
Output 4 sub-total	28,790	7,198	35,988

Outputs 1, 2 and 3 Activities Total	151,210	132,802	284,012
TOTAL PROJECT BUDGET Outputs 1, 2, 3 and 4	180,000	140,000	320,000

*Experts and consultants are also written into each activity including fees, travel DSA and directly associated direct project costs.

ANNEX 2: RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner
	Enter a brief description of the risk	When was the risk first identified	Environmental Financial Operational Organizational Political Regulatory Strategic Other	Describe the potential effect if this risk were to occur Enter probability on a scale from 1 (low) to 5 (high) P = Enter impact on a scale from 1 (low) to 5 (high) I = The " P x I " scores help to prioritize the risks (higher the score, higher the priority)	What actions have been taken/will be taken to manage this risk	Who has been appointed to keep an eye on this risk
1	Instability and Increase in country internal political divisions.	Sep 15	Political	Instability and an increase in country internal political divisions will have detrimental effect on all activities and interventions P= 3 I= 3	Close monitoring of political situation, ensure spread of activities across different countries and make adjustments depending on political situation	UNDP
2	Lack of continuity of key stakeholders and champions	Sep 15	Political	Lack of continuity of key stakeholders and champions will delay project implementation P= 3 I= 3	Build a wide and broad range of stakeholders and champions	UNDP

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner
3	Limited commitment and engagement by key stakeholders for accountable and inclusive institutions	Sep 15	Political	Limited genuine commitment by key stakeholders to the principles of security sector governance and the requisite changes will have detrimental effect on all activities and interventions P= 3 I= 3	Through ongoing dialogue and increase in awareness of the links of enhanced security sector governance to sustainable development create momentum for change and look to develop champions of change	UNDP
4	Impact of natural disaster	Sep 15	Environmental	Reponses to and impact of natural disasters require the full focus and diversion of all resources (both Country resources and UNDP internal resources) away from all other activities P= 3 I= 3	Ensure overall UNDP has capacities to respond to support requests following natural disasters, and ensure geographic spread of project activities, ensure spread of project activities throughout 2016	UNDP
5	Lack of funding for Phase 2 of Project	Sep 15	Financial / Organizational	Instability and an increase in internal political divisions will have detrimental effect on all activities and interventions P= 3 I= 3	Ensure project activities as identified are fully completed, with evidence based results, utilizing Phase 1 funding. Undertake resource mobilization and explore government cost sharing for a Phase 2	UNDP

Annex 3: Guiding Principles to Enhance Security Sector Governance in the Pacific Island Forum Countries

1. The provision of security is a core responsibility of government and provides a fundamental basis for the economic, social and political development of our nations.
2. Security policies in the Pacific should accommodate and be consistent with each country's history and long-standing Pacific values, including specific and differing cultural traditions and customary structures in each nation.
3. A central role of the security sector is to preserve our sovereignty and territorial integrity and uphold the rule of law, including through defending our constitutions, national laws and governance structures and safeguarding the integrity of vital national institutions including the Head of State, executive, legislature and judiciary.
4. Given the inherent vulnerabilities of our nations, security personnel in the Pacific have a responsibility to support democratic traditions, defend human rights and protect, without prejudice, all citizens from harm.
5. Executive government is responsible for determining security policy. Central line ministries play a role in providing advice to Ministers on security policy (wherever possible, following public consultations with civil society organizations and the private sector), and coordinating the implementation of security policy by security institutions. Accountability to citizens should occur through media scrutiny, public consultation and debate, and regular elections.
6. The formulation of a national security policy is a useful mechanism to: (a) ensure a collective understanding of security needs, threats and challenges; (b) set national priorities that reflect each country's values; and (c) determine clear roles and responsibilities in the security sector and oversight mechanisms.
7. Effective parliamentary oversight of security institutions can assist in ensuring security services are accountable and effective in their activities including in the expenditure of public resources.
8. Independent courts and statutory bodies such as Ombudsmen and Service Commissions ensure security institutions are accountable to, and compliant with the Constitution and national laws.
9. Public access to information mandated by law including financial, administrative and programme management arrangements promotes transparent policy making and practice among and within security institutions.
10. Close cooperation and effective dialogue between security institutions and other government organizations is vital to ensure security services remain responsive to the common needs of citizens.
11. Security services should recognize and be responsive to the different security needs of men and women by promoting gender equality and protecting vulnerable sectors of the community.
12. The active participation of the media and civil society in security affairs is important to ensure citizens are well informed of the roles and actions of security services.
13. Regional security is mutually beneficial for all Pacific nations and is enhanced by national security policies that recognize the importance of maintaining: a stable and secure region; and coordination and cooperation between our respective nations.

14. Legislative frameworks for security institutions are essential to ensure their accountability and transparency, to entrench the rule of law. Legislation should define the roles and responsibilities of security institutions, outline professional standards for security personnel, and establish oversight mechanisms.

Security policies should seek to protect our communities their environment and surrounding oceans by seeking to prevent or mitigate the risks from threats such as climate change, sea level rise, natural disasters, and non-sustainable economic practices.