



Nation Building Support Programme for Papua New Guinea

PREPARATORY ASSISTANCE PROJECT DOCUMENT

PROJECT BRIEF:

The **Preparatory Assistance (PA) Project** shall assist the Government of Papua New Guinea to:

- Formulate a programme to enhance nation building in partnership with the UNDP and UNCT that will address the root causes of conflict in the country, be they of a cultural, social, economic or environmental nature at the local and national level;
- Identify specific national capacity and UNDP Country office needs to manage the nation building programme, and
- Set-up partnerships with government, civil society and with donors, to ensure a smooth transition from PA phase to programme implementation.

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SECTION I BACKGROUND AND PROJECT STRATEGY

Part I Situational Analysis

A) PAPUA NEW GUINEA : GENERAL ANALYSIS

1. The lack of sustained progress in economic and social development in Papua New Guinea is reflected in the Government's Medium Term Development Strategy (2005 -2010), while progress towards the achievement of the Millennium Development Goals has been slow.¹ Papua New Guinea faces a number of significant development challenges that are exacerbated by uneven macroeconomic performance and growth based on an economic extraction model; issues of poor governance, including persistent corruption; ongoing law and order concerns; and the impact of a range of natural hazards. Together these have led to social disillusionment and marginalization in the community, with the worst affected often being women and youth.
2. Papua New Guinea is the largest and most populated of all the Pacific Island Countries. With a total population of approximately 5.6 million people, speaking over 800 languages, PNG is one of the most heterogeneous countries in the world. Tensions exist between clans over resources and land-ownership that often turn violent. In cities, gangs of one ethnic or clan identity commit routine acts of violence and create a pervasive sense of fear. The armed conflict over the status of Bougainville has largely been resolved with the Bougainville Peace Agreement in 2002 and the recent election of an autonomous government. However, there continues to be potential for similar violent conflict in other parts of the country, notably the Southern Highlands.
3. Until April 2006 and after 30 years of independence, no government had survived a full five-year term in Papua New Guinea, with frequent votes of no confidence, members switching loyalties between political parties and allegiants and with a large turnover in members of parliament after each election. Women continue to be severely under-represented at all levels of government and in key decision-making bodies such as the Civil Service. There have been recent changes to the electoral system by moving away from "first past the post" to a more representative Limited Preferential Voting (LPV) system for the 2007 general election. This should ensure MPs are elected on the basis of a broader consensus in constituencies, and increase the continuity of members between parliaments.

Papua New Guinea – A Snapshot

PNG is the largest and most populated of all the Pacific Island Countries (PIC). The country rates 133rd on the 2004 HDI¹, the lowest of all PICs. PNG is 'very unlikely' to achieve targets 1-7 of the MDGs by 2015. PNG still faces many serious challenges in achieving these targets. The six major development challenges that have been identified are:

3. Sustained political instability and weak governance capacity
3. Law and order disintegration manifested in endemic armed violence
3. A rapidly developing HIV/AIDS epidemic
3. An unsustainable population growth rate of 2.3%, without parallel economic growth, and consequent significant juvenile delinquency
3. An internationally unparalleled degree of domestic violence
3. Natural disaster proneness

¹ See the Government's *National 2004 Millennium Development Goals Progress Report*.

4. The Ombudsman's office is very active within an environment with a high degree of press freedom. However, traditional and cultural values, characterised by the domination of the 'big man' and strong clan or regional affiliations, often mean that corrupt behaviour is tolerated, while disgraced leaders are forgiven and frequently reinstated to positions of authority in public life. The fact that leaders are often 'excused' for poor governance increases the sense of alienation and disempowerment, resulting in widespread resignation and criminality.
5. Violence victimization rates in Papua New Guinea are amongst the highest reported anywhere in the world.² According to Government statements, the phenomenon of armed violence in Papua New Guinea is primarily fuelled by tribal conflict, political processes, and common criminality.
6. UNDP funded research reported domestic violence as the primary threat to personal security in PNG: 18% of households surveyed in National Capital District in 2005 reported domestic violence in the preceding six months (77% of this involving a weapon). In the Southern Highlands this figure was 26% (63% involving a weapon). Research on how to tackle the abuses suffered by women, as well as the implications of violence and mistreatment for the spread of HIV/AIDS, is urgently needed to clarify the best course of action in this area.
7. Of particular concern to government authorities is the situation in the Southern Highlands, the only province in which the last elections were aborted due to armed violence and significant inequity in the sharing of the benefits from mining and oil operations, amongst other factors. A number of partners in both the Government and the international community consider the Southern Highlands and other areas to be a potential conflict scenario that could equal if not exceed Bougainville in scale. Regional dimensions can also be discerned, for example, the Western borders have also been affected by flows of weapons and violence emanating from West Papua.

Papua New Guinea – the only UN Security Phase II country not at war

The country experiences extremely high levels of localized armed and domestic violence; it is the only UN duty station in the world in which UN Security Phase II is declared for reasons of significant localized armed violence rather than war. The impact on social and economic development throughout PNG is of very serious concern.

- § Incidence of urban armed violence in Port Moresby, Lae and Goroka was found to be twice as high as Johannesburg and Rio de Janeiro, cities known for their high rates of violence.
- § It is widely felt that the Judiciary is unable to deal strictly enough with the large volume of armed violence incidents.
- § 56.1% of PNG women have been physically assaulted, excluding rape and sexual assault cases¹
- § 64% of serious crime is not reported to police, and most general crimes are not reported at all.
- § 65% of serious crime is reported to informal authority structures (relatives, traditional, community), that continue the cycle of violence by practicing payback and clan retribution.
- § The public consequently has no confidence in the police, who are under-trained, under-resourced and widely known to violate human rights.
- § Home made guns are widely possessed and used, while leakages from state armories and illegal weapons imports mean that high-powered weapons are changing the scope and scale of violence.
- § It is alleged that national security forces are selling ammunition to clansmen and criminal groups to supplement their income.
- § Electoral violence and intimidation undermines good governance and democratic process.
- § The perceived links between powerful interests and small arms is leading to disenchantment.
- § A continuingly violent culture of traditional tribal fighting and other practices have not been well evaluated but are more than likely highly contributory to many conflict issues

² Recent research commissioned by UNDP conducted by Small Arms Survey and the Australian National University revealed that overall 50% of households surveyed in National Capital District and 51% in Southern Highlands Province had been victimized by violence in the past six months.

8. International NGOs and donors have also initiated a number of efforts to help address insecurity in the country. AusAID has a very broad programme of support for Law and Justice, while the Australian Government recently provided personnel to support the Royal Papua New Guinea Constabulary (although these were withdrawn following a legal challenge) along with a range of security sector advisers. NGO activities include work by Oxfam in the Highlands of the country, national organisations such as the women's group Meri Kiap and the Peace Foundation Melanesia in the field of non-violent mediation, and the huge contribution of the church to service provision alongside government service providers. An example of research initiatives is the "Measuring the Impacts of Armed Violence and the Effectiveness of Gun Reduction Initiatives" participatory research project being carried out by the Geneva-based *Small Arms Survey* through local partners.³
9. Papua New Guinea faces a wide range of natural hazards, being prone to earthquakes, tsunamis, volcanic eruptions, landslides, floods, severe droughts, frosts, tropical cyclones, coastal inundation, and erosion. The country is ranked eleventh in the list of disaster prone countries in the Asia-Pacific region. During the ten years from 1990-1999, the international Decade for Natural Disaster Reduction, Papua New Guinea experienced six of the twelve most devastating disasters in the Pacific. These included the earthquake and subsequent landslide at Morobe in 1993 that resulted in 78 deaths, caused USD 2 million in estimated damage and affected more than 17,000 people; the volcanic eruption which destroyed Rabaul town in 1994 at a cost of USD 60 million and affected more than 100,000 people, with a loss of life of 23 persons; and the 1998 tsunami in Aitape which led to the loss of more than 3210 lives, affected more than 12,000 people at an estimated damage of USD 15 Million and response/rehabilitation cost of about USD 11.15 Million. The Manam volcanic eruption of 2005 is a recent disaster event which has resulted in a serious IDP situation. Additionally, two other volcanoes have erupted in 2005.

B) UNDP CPR PROGRAMMES TO DATE

10. The PNG UNDP Country Office has been involved in the CPR field for a number of years, largely focussing on Bougainville. Through the Bougainville Rehabilitation, Reconstruction, and Development Project (BRRDP),⁴ UNDP has assisted the National and Bougainville Provincial Government as well as communities in reintegrating ex-combatants, empowering women's groups and revitalizing the cocoa industry.⁵ A new UNDP intervention in Bougainville (Bougainville Planning and Community Support Project – BPCS) has commenced in mid 2005. It focuses strongly on democratic governance and sustainable livelihoods, and aims at enhancing social capital and supporting peace-building goals.
11. A Preparatory Assistance Project on armed violence reduction carried out in 2004/05 culminated in the support to a national Gun Summit organized by the National Government. The project mainly tested small pilot interventions which focussed on reintegration of violent offenders to reduce the amount of persistent offenders which is usually very high. This was done e.g. through supporting NGOs/CSOs in the Highlands which provided special housing institutions enabling released offenders to reintegrate into society and to provide them with skills needed to sustain their livelihoods. Overall, important lessons have been learned and will be carefully reviewed as a larger program is being designed. One of these lessons is that

³ Local partners include the Centre for Applied Research, Training and Advocacy, Meri Kirap Support Team, Leitana Nehan Women's Development Agency, Bougainville Provincial Council of Women and the Bougainville Women, Peace and Security Committee in Buka.

⁴ Operations initiated in April 1999

⁵ The links between this broader programme and peace building, DDR and arms reduction has been highlighted, UNDP/BCPR Mission Report, November 2000.

peace building and effective violent reduction is strongly linked to the provision of economic livelihood opportunities , as demonstrated by the Bougainville and Small Arms Reduction .

12. The UNCT, in recent years, has had no capacity in the area of disaster risk reduction and management and has recently mobilised the support of an in-country OCHA Humanitarian Advisor for one year initially , to help with contingency planning and disaster preparedness of the government and the UN.
13. The UNCT was also recently trained in conflict analysis and early warning methodologies, through its participation to the Early Warning and Preventive Measure course.

Part II Project Strategy

14. The Government has indicated that it would like to see the UN Country Programme 2008 - 2012 focus its programmes on “partnerships to enhance nation building”. As a result, a retreat by the Heads of key government departments and the UNCT in May 2006 discussed the strengths of the UN’s neutral role particularly in assisting the government in facilitating donor coordination for programmes aimed at peace-building, development and crisis management.
15. The Government is looking for ways forward to unite a nation of over 850 ethnic groups to understand their societal role , their rights and responsibilities as citizens both within their own community and the nation as a whole and the importance of peace and reconciliation, human development and the creation of sustainable livelihoods to achieve this. Approaching CPR issues through a positive theme of *nation building* is considered a more positive approach to mobilise civil society participation and to minimise existing tensions between different groups. The UN’s potential role in promoting sustainable livelihoods at the community level, coordinating the donor response to the national HIV/AIDS plan , fast tracking a gender promotion programme , improving delivery of basic services and improved governance were highlighted as key niche areas for the UN to contribute to the overall nation building theme. Recent UN research also revealed the need to challenge harmful cultural traditions that have both gender and security implications through legal, social and political measures, while this will prove another solid entry point for the UN. The tool of using UNV’s and National volunteers to build capacity and work in the community was also highlighted.
16. The **Preparatory Assistance (PA) Project** shall therefore assist the government in partnership with UNDP Papua New Guinea and the United Nations Country Team:
 - In the formulation of a programme around the theme of nation building that will address the root causes of conflict in the country, be those of a cultural, social, economic or environmental nature at the local and national level;
 - In-office and national capacity development to manage the nation building programme, and;
 - In setting up partnerships with government, civil society and with donors, to ensure a smooth transition from PA phase to programme implementation.
17. The PA phase will consist of research and analysis of problems and approaches in untested fields; technical dialogue with, and assistance to National , Provincial and Local-level Government and CSOs; and the design of practical community-based interventions building on the CO’s previous work and the wider experience of other UN agencies .

18. While key overarching areas for intervention immediately appear to be armed violence reduction, gender-based violence reduction and peace-building, the role of this Preparatory Assistance will be to engage with all partners in “out of the box” discussions on the **underlying** causes of conflict and disunity in Papua New Guinea. These appear to be multifaceted and multi-dimensional in the various cultural contexts of PNG. The aim would therefore be to tease out areas of appropriate government-UNDP engagement and programme partnership. This will require short-term inputs from specialists in fields such as gender, anthropology, community based mediation skills, customary law etc. Localised methodologies for community conversations (based on the HIV/AIDS LDP programme) and community based research used in the former conflict area of Bougainville for the development of a local HDR are methodologies that could be utilised during the Preparatory Assistance.
19. The design of community-led activities will be part of the programme with the objective to deliver on urgent CPR priorities in at-risk areas, where the National Government is most challenged.
20. Within the framework of the PA, UNDP will also identify possible areas to support the National Government and other selected partners in disaster risk reduction within the broader framework of the Hyogo Framework for Action 2005-2015.
21. Given the pervasive gender-based violence in Papua New Guinea, all proposed interventions for the larger programme will have to be designed using a gender lens, while some interventions should be specifically focused on the prevention of violence against women.
22. The PA phase will undertake the required initial consultations, develop research and monitoring capacity, propose the optimal interventions, and develop the best institutional arrangements to improve national policies and capacity on crisis prevention and recovery.

Part III Management Arrangements and Risks

a) Management and execution modalities

23. The UNDP Country Office in PNG will directly execute (DEX) the preparatory project in close collaboration with BCPR, and Pacific Sub-Regional Centre’s CPR personnel, and all stakeholders involved in violence reduction, peace building and natural disaster preparedness and mitigation in PNG.
24. The Deputy Resident Representative will provide direct oversight under the overall supervision of the UNDP Resident Representative to PNG. The Direct Execution (DEX) nature of this project will allow UNDP to take advantage of the latest operations and programming tools as mandated by UNDP Headquarters, especially for countries that operate in crisis and post-conflict situations.
25. The Preparatory Assistance project will be implemented over a period of 12 months.
26. The project will be managed by an international Chief Technical Advisor (CTA) who will be supported by a National Peace Building Specialist (see Annex 2 and 3). The CTA will engage with government counterparts and CSOs to identify underlying causes of conflict in PNG and will closely work together with all stakeholders to develop a nation building strategy and proposed concrete interventions to be part of a full-fledged nation building programme. The national specialist will prepare research, participatory assessments and analysis of the social,

economic and political situation and trends in Papua New Guinea to determine appropriate programmatic support to avert or ameliorate crises and facilitate social and economic recovery through appropriate peace building initiatives .

27. The preparatory phase of the project will receive technical backstopping and advisory services, particularly on specific technical matters , from the PSRC, RCB and RCC .

b) Government counterparts

28. Given the strong need to ground the work of this PA phase in government policy and thinking, and to harness and support the capacities of various ministries in taking forward peace-building and violence reduction activities, partnership will be sought with relevant ministries, sectors, agencies, and institutions such as the National Disaster Centre. Due to the focus on communities and local level government, a focal point in the Ministry for Intergovernmental Relations and Bougainville Affairs will be identified, and form part of a working level steering committee for this project. UNDP's main Government counterpart agency – the Department of National Planning and Rural Development – will be kept informed of the project progress and participate in the decision -making process as part of the steering committee mechanism. The TOR of the Steering Committee is outlined in Annex 6.

c) Other project partners

29. The project will establish partnership with SOPAC which has the mandate to strengthen disaster risk reduction capacity in the Pacific Region. Partnership with AusAID's Legal and Justice Sector project and relevant new programmes emerging from its 2007-2012 programme as well as partnership with New Zealand as the two principle donors will be critical. The peace-building project will be informed by and in return inform the evolution of UNDP's new Country programme within the new UNCP.

Part IV Reporting, Monitoring and Evaluation

30. Monitoring of the day -to-day implementation of the project will be the responsibility of the Chief Technical Advisor, under the supervision of the Deputy Resident Representative.
31. The project will be subject to a final review, to be carried out by BRC/PSRC in the relevant thematic areas .
32. For monitoring purposes, as well as the provision of technical assistance, two missions of the PRSC have been budgeted for.

Part V Legal Context

33. This project document shall be the instrument referred to as such in Article 1 of the standard Basic Assistance Agreement between the Government of Papua New Guinea and the United Nations Development Programme, signed by the parties in 1982. The host nation/implementing agency shall, for the purposes of the Standard basic Assistance Agreement, refer to the Government operating agency described in that Agreement.
34. The following types of revisions may be made to this document with the signature of the UNDP Resident Representative only, provided he/she is assured that the other signatories of the project document have no objections to the proposed changes.

- (a) Revision in, or addition of any of the annexes of the project document
- (b) Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the re-arrangement of inputs already agreed to or by cost increase due to inflation.

Section II RESULTS FRAMEWORK

Intended Outcome : A nation building programme developed		
Outcome Indicator s: 1. Programme document elaborated and funded. 2. UNDP and government capacity for programme execution developed. 3. Key partnerships for programme execution in place.		
Strategic Area of Support: Social development; Good Governance; Promotion of civic responsibility		
Partnership strategy: DEX		
Project Title: Nation Building Programme for PNG Project Number: tbd		
Intended Outputs	Indicative Activities	Inputs
Project Team in place	<ul style="list-style-type: none"> Recruit and contract project team 	Project Team
Detailed Work plan	<ul style="list-style-type: none"> CTA formulates a detailed work plan 	CTA Computer equipment
Training, Research and Dialogue	<ul style="list-style-type: none"> Desk review of national policies, mechanisms and strategies on violence reduction, gender-based violence, risk reduction as well as disaster preparedness and mitigation. Develop criteria and identify communities at high risk or vulnerable to violent conflict and natural disasters Conduct studies on relevant topics Organize dialogues, workshops, roundtables and events Training for CO and national counterparts Build UNDP personnel capacity in co-operation with regional centres and BCPR Provide technical advisory services to government in the areas of violence reduction and natural disaster preparedness and mitigation 	Consultants Research institutions Workshops Training Project Team Support mission
Nation Building Programme developed	<ul style="list-style-type: none"> Review results of PA phase activities, dialogue and research. Formulate programme document that builds on the evaluation of projects implemented, ongoing analysis and research, and consultations with key partners. Design and carry out resource mobilisation strategy for the project documents that are approved. 	Project Team Consultants Support mission
Partnerships and Resource Mobilization	<ul style="list-style-type: none"> Elaborate and implement a partnership and resource mobilization strategy. 	Project Team UNDP PNG senior management

Section III ANNUAL WORKPLAN AND BUDGET

Total Budget (12 months):

Project ID	Key Activities	Resp. Partner	Planned Budget		Budget Description	USD
			Fund	Donor		
00052598	Project Coordination and Management	UNDP	26100	00078	71100 ALD Employee Cost	140,000.00
		UNDP	26100	00078	71400 Contractual Services - Individuals	40,000.00
		UNDP	26100	00078	71600 Travel	40,000.00
		UNDP	26100	00078	72500 Supplies	5,000.00
		UNDP	26100	00078	72800 Information Technology Equipment	10,000.00
		UNDP	26100	00078	74500 MISC	10,000.00
	Research, Training, Technical Support	UNDP	26100	00078	71400 Contractual Services - Individuals	40,000.00
		UNDP	26100	00078	71600 Travel	40,000.00
		UNDP	26100	00078	72100 Contractual Services - Companies	105,000.00
		UNDP	26100	00078	72400 Communication Equipment	10,000.00
		UNDP	26100	00078	72500 Supplies	10,000.00
		UNDP	26100	00078	73300 Rental & Maintenance	20,000.00
		UNDP	26100	00078	74200 Audio Visual & Print Production Cost	20,000.00
		UNDP	26100	00078	74500 MISC	10,000.00
Total					500,000.00	

PROJECT BUDGET US Dollars 2006

Project ID	Key Activities	Timeframe				Resp. Partner	Planned Budget				
		Q1	Q2	Q3	Q4		Fund	Donor	Budget Description	USD	
00052598	Project Coordination and Management				X	UNDP	26100	00078	71100	ALD Employee Cost	40,000.00
					X	UNDP	26100	00078	71400	Contractual Services - Individuals	10,000.00
					X	UNDP	26100	00078	71600	Travel	10,000.00
					X	UNDP	26100	00078	72500	Supplies	1,000.00
					X	UNDP	26100	00078	72800	Information Technology Equipment	10,000.00
					X	UNDP	26100	00078	74500	MISC	2,500.00
	Research, Training, Technical Support				X	UNDP	26100	00078	71400	Contractual Services - Individuals	5,000.00
					X	UNDP	26100	00078	71600	Travel	5,000.00
					X	UNDP	26100	00078	72100	Contractual Services - Companies	15,000.00
						UNDP	26100	00078	72400	Communication Equipment	0.00
					X	UNDP	26100	00078	72500	Supplies	2,000.00
					X	UNDP	26100	00078	73300	Rental & Maintenance	2,000.00
						UNDP	26100	00078	74200	Audio Visual & Print Production Cost	0.00
					X	UNDP	26100	00078	74500	MISC	2,000.00
Total 2006										104,500.00	

PROJECT BUDGET US Dollars 2007

Project ID	Key Activities	Timeframe				Resp. Partner	Planned Budget			USD
		Q1	Q2	Q3	Q4		Fund	Donor	Budget Description	
00052598	Project Coordination and Management	X	X	X		UNDP	26100	00078	71100 ALD Employee Cost	100,000.00
		X	X	X		UNDP	26100	00078	71400 Contractual Services - Individuals	30,000.00
		X	X	X		UNDP	26100	00078	71600 Travel	30,000.00
		X	X	X		UNDP	26100	00078	72500 Supplies	4,000.00
						UNDP	26100	00078	72800 Information Technology Equipment	0.00
		X	X	X		UNDP	26100	00078	74500 MISC	7,500.00
	Research, Training, Technical Support	X	X	X		UNDP	26100	00078	71400 Contractual Services - Individuals	35,000.00
		X	X	X		UNDP	26100	00078	71600 Travel	35,000.00
		X	X	X		UNDP	26100	00078	72100 Contractual Services - Companies	90,000.00
		X	X	X		UNDP	26100	00078	72400 Communication Equipment	10,000.00
		X	X	X		UNDP	26100	00078	72500 Supplies	8,000.00
		X	X	X		UNDP	26100	00078	73300 Rental & Maintenance	18,000.00
		X	X	X		UNDP	26100	00078	74200 Audio Visual & Print Production Cost	20,000.00
		X	X	X		UNDP	26100	00078	74500 MISC	8,000.00
Total 2007									395,500.00	

Section IV ANNEXES

Annex 1: Terms of Reference - Chief Technical Adviser (intl.)

Post title: Chief Technical Advisor (international, ALD 4)

Funding facility: UNDP/BCPR

Duty station: Port Moresby, Papua New Guinea

Duration: one year

Responsibilities:

1. Analyze the social, economic and political situation and trends relevant to Nation Building and undertake a detailed situation analysis of all sectors relevant to Nation Building in Papua New Guinea.
2. Provide expert advice and guidance on UN policy and the formulation of the United Nations Country Programme related to crisis prevention and peace-building in Papua New Guinea.
3. Oversee the strategic coherence, planning and impact of UNDP PNG crisis prevention and peace-building strategies and programmes.
4. Convene and undertake broad consultations with government, civil society organizations and donors on CPR related themes and activities.
5. On the basis of the previous activities, develop and formulate a CPR program of assistance.
6. Consult and discuss with relevant government departments or officials the formulated program of assistance
7. Support the UNDP Resident Representative in building strategic alliances and mobilizing resources for the future UNDP Nation Building programme.
8. Maintain close contact with relevant staff in UNDP Headquarters and Regional Centers contributing to CPR/UNDP corporate policies in conflict prevention and peace-building.
9. Identify the needs and roles of local non-governmental organizations and civil organizations in democratization and social reconciliation; analyze conditions that support or hamper civil society development, and recommend strategies to improve current conditions;
10. Perform other duties as required by the Resident Coordinator/ Resident Representative.

Required skills and competencies:

The Advisor will be of such a caliber as to be able to work with high-level government officials and represent UNDP and be able to provide strategic advice on policy and programming. Qualifications required are:

- Advanced university degree in public administration, law, political science, social sciences, development studies or related fields;
- 8 - 10 years international development experience, including extensive field experience;
- Substantive policy or field-based expertise in development/conflict/security, including familiarity with UN institutional relations;
- Experience in designing and implementing strategies for integration of combatants or criminals into society in a post-conflict or crisis situation OR experience in designing and implementing strategies for natural disaster preparedness and mitigation in a comparable context

- Knowledge of UNDP and UN system policies and programming in crisis and post-crisis situations;
- Strong knowledge of and experience in PNG or a similar context
- Full working knowledge of English, including excellent writing skills,
- Proven ability to facilitate and manage complex ideas and operations and to maximize the synergies effectively;
- Strong communication and advocacy skills.

Competencies:

- 1) Communication and Inter-Personal Skills:
 - a) Communicates effectively with staff at all levels of the organization and is outgoing and comfortable in handling external relations at all levels;
 - b) Demonstrates sensitivity, tact and diplomacy;
 - c) Is culturally sensitive and demonstrates appreciation for different cultures and practices;
- 2) Professional Capacity:
 - a) Excellent analytical skills;
 - b) Able to exercise sound judgement;
 - c) Capably works in a highly pressured environment and ready to take on a wide range of tasks;
 - d) Ability to work in a team
 - e) Self-motivated and able to recommend options for resolution of issues;
 - f) Knowledgeable about UNDP and its current programmes and trends;
 - g) Strong understanding of the design and implementation of integration OR natural disaster preparedness and mitigation programmes
 - h) Able to handle confidential and politically sensitive issues in a responsible and mature manner;
 - i) Applies protocol appropriately

Annex 2: Terms of Reference - National Peace Building Specialist

Post title: National Peace Building Specialist

Funding facility: PA project

Duty station: Papua New Guinea

Duration: one year

Responsibilities:

The Peace Building Specialist will, under the general guidance of the Resident Representative/ Deputy Resident Representative and direct supervision of the Chief Technical Advisor:

Public information, research, and advocacy

- Prepare research, participatory assessments and analysis of the social, economic and political situation and trends in Papua New Guinea to determine appropriate programmatic support to avert or ameliorate crises and facilitate social and economic recovery through appropriate peace building initiatives
- Through advocacy and outreach activities, promote active participation of non-state organizations and agencies, in post-crisis peace consolidation, social reconciliation, and economic rehabilitation; and
- Strengthen partnerships and information sharing with relevant donors and other actors supporting UNDP's peace related efforts, including through substantive management over the crisis and post-crisis area of the web-site, and through periodic information sharing via email updates to the donor/partner network

Technical assistance, training and advisory services

- Provide technical inputs and direction to country specific and regional initiatives on peace building and recovery, including areas such as post-conflict rehabilitation, disaster management, demobilization, weapons collection, conflict prevention and reconciliation, security sector reform, etc.
- Develop, through training and knowledge networking, a critical mass of UNDP, national, and partner staff with the necessary skills and knowledge to respond to development challenges in conflict situations, including the design and roll out of conflict analysis/assessment training for field level programme and other staff
- Identify the needs and roles of local non-governmental organizations and civil society organizations and formulate strategies and projects for UNDP to strengthen community and local NGO involvement, as well as the roles of women, in reconciliation, inter-community cooperation, community based violence prevention, and their engagement in the development of national and regional strategies
- Formulate projects to strengthen the competence of non-state institutions and organizations, including local media

Programme and other support:

- Assist the Advisor and programme staff in helping build strategic alliances and partnerships for peace and development related strategies and initiatives, in particular at the grass roots and non governmental levels
- Assist the Advisor and programme staff in maintaining close contact with relevant staff in UNDP Headquarters, contributing to BCPR/UNDP corporate policies in conflict prevention and peace-building as necessary
- Work with the Advisor and programme staff in support of the UNDP Resident Representative in mobilizing resources for peace and development initiatives
- Perform such other duties as required by the Resident Coordinator/Resident Representative

Required Skills and Experience :

The incumbent will be a mature individual who can work together with the Advisor in his/her work with high-level government officials and provide technical/programmatic and communications support for UNDP work in post conflict recovery and peace -building work.

Qualifications required are:

- § Post-graduate degree in journalism, public administration, law, political science, social sciences, development studies or related fields or equivalent demonstrated experience at management level
- § 5 - 10 years experience working with civil society, local NGOs, the media, or in a development organisation, donor agency, or international NGOs
- § Full working knowledge of English, including excellent writing and speaking skills
- § Strong communication and advocacy skills, including proven ability to undertake networking, communications and advocacy work, and ability to formulate programmes

Competencies:

- 1) Communication and Inter-Personal Skills:
 - a) Communicates effectively with staff at all levels of the organization and is outgoing and comfortable in handling external relations at all levels;
 - b) Demonstrates sensitivity, tact, and diplomacy;
 - c) Is culturally sensitive and demonstrates appreciation for different cultures and practices;
- 2) Professional Capacity:
 - a) Excellent communications, networking, research, and reporting skills;
 - b) Able to exercise sound judgement;
 - c) Capably works in a highly pressured environment and ready to take on a wide range of tasks;

- d) Ability to work in a team
 - e) Self-motivated and able to recommend options for resolution of issues;
 - f) Knowledgeable about UNDP and its current programmes and trends would be an advantage;
 - g) Able to handle confidential and politically sensitive issues in a responsible and mature manner;
 - h) Applies protocol appropriately.
- 3) Field Experience
- a) Practical and demonstrated experience in these fields as related to the Pacific, in particular Papua New Guinea , Solomon Islands, and Fiji, strongly preferred.

Annex 3: Terms of Reference - Project Steering and Advisory Committee

**Nation Building Support Programme for Papua New Guinea
PREPARATORY ASSISTANCE PROJECT**

1. Institutional Background

The Project Steering and Advisory Committee (PSAC) is being established to oversee project implementation and to provide guidance to the project management team .

2. Project Steering and Advisory Committee

The Project Steering & Advisory Committee shall consist of:

- (i) DNPRD
- (ii) UNDP
- (iii) Department of Provincial and LLG affairs
- (iv) Police Commissioner
- (v) BPRO
- (vi) National Disaster Office
- (vii) Department for Community Development
- (viii) An ex-officio/secretary from UNDP (project desk officer), or his/her alternate;

3. Meetings and quorum of the Project Steering & Advisory Committee

The PSAC shall meet on quarterly basis or as required by the Chairman as the need arises. Every PSAC meeting may be called to take place at such date, venue and time as may be determined by:

- (i) The Chairperson or designate; or
 - (ii) The Deputy Chairperson or designate ; or
 - (iii) Any three (3) members of the PSAC or their designates.
- a) Written notice of a meeting of the Committee shall be given by the Chairperson to each member of the Committee at least seven (7) days (or such other period as may be unanimously agreed upon by the members of the Executive Committee) before the time appointed for the holding of the meeting.
 - b) Notice of a meeting given under paragraph (a) shall specify the general nature of the business to be transacted at the meeting and any other business the members present at the meeting unanimously agree to treat as urgent business.
 - c) Three (3) members of the PSAC shall constitute a quorum for the transaction of the business of a meeting of the Committee if at least the chairperson and deputy chairperson is present.

- d) In the event of a lack of quorum the meeting stands adjourned for such period as the members present may agree to and shall set another time convenient.
- e) At a meeting of the PSAC:
 - (i) The Chairperson or, in the Chairpersons absence, the Deputy -Chairperson shall preside; or
 - (ii) If the Chairperson and the Deputy Chairperson are absent one of the remaining members of the Committee may be chosen by the members present at the meeting shall preside.
 - (iii) The Chief Technical Advisor (CTA) should be present as observer and to report on the progress of the project. The CTA will submit a written progress report to PSAC members at least 7 days before the meeting takes place.
 - (iv) The Chairperson or Deputy Chairperson may invites other observers at his/her discretion

4. Voting on Decisions by the Project Steering & Advisory Committee

- (a) Questions arising at a meeting of the PSAC shall be determined by a simple majority of the votes of members present at the meeting;
- (b) Each member present at a meeting of the Committee is entitled to one vote but, in the event of an equality of votes on any question, the chairperson may exercise a second or casting vote;
- (c) All decisions shall be recorded in the minutes of the respective PSAC meeting;
- (d) All minutes shall be approved at the beginning of subsequent PSAC meeting.

5. Scope of Responsibility

The Project Steering and Advisory Committee shall oversee the implementation of the project including:

- (a) Setting policy directions and guidelines in the implementation of the project,
- (b) Shall in the light of progress of project implementation, deliberate and make decision conducive to the advancement of the project;
- (c) Shall comment on and endorse reports and work plans submitted by the CTA or coordinators of sub-programmes;
- (d) Provide instructions and guidance to the CTA on the coordination of the project implementation