

# Nation Building through Crisis Prevention Programme

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Papua New Guinea

## SIGNATURE PAGE

Country: Papua New Guinea

UNCP Outcome(s)/Indicator(s):

- Governance and Crisis Management
- Sustainable Livelihoods and population
- Gender – Women and girls experience fewer gender inequalities
- HIV and AIDS – Infection halted or reduced, improved service delivery

Expected Outcome(s)/Indicator (s):

- The Papua New Guinea Government is committed to Nation Building through effective national crisis management and prevention.
- National and provincial level institutions and donor partners effectively coordinate, prepare, and deliver relief support in response to natural disasters

**Executing agency:**

Partners:

Department of the Prime Minister  
Government of Papua New Guinea,  
Departments of  
National Planning & Monitoring, Prime Minister's  
& NEC, Provincial and Local Government  
Affairs, OCHA UNICEF, OHCHR

Programme Period:	2008-2011
Programme Component:	CPR
Project Title:	Nation Building through Crisis Prevention
Project ID:	
Management Arrangement:	National Execution (Department of Prime Minister)

Budget	USD \$ 4,200,000
Allocated resources:	
• CO	USD \$ 500,000
• Pacific Centre	USD \$ 1,000,000
• BCPR	USD \$ 2,200,000
• Other	USD \$ 500,000

Agreed by:	Name and Title	Signature	Date
<b>Agreed by (Government)- DNPM</b>			
<b>Agreed by Implementing Agency</b>			
<b>Agreed by UNDP</b>			

# 1. Situation Analysis

## 1.1 Country Context

Papua New Guinea (PNG) like many developing countries is challenged by poor infrastructure and inadequate government service delivery to meet even the most basic needs of communities. Chronic low level civil conflict through tribal fighting, criminal activity and susceptibility to natural disaster has impeded the development of the nation which only exacerbates the entrenchment of poverty. While the country is well endowed with natural resources and has recently amassed significant budget surpluses, adequate service delivery is not reaching a significant proportion of the population.

With over 85% of the population finding livelihoods through self-subsistence agriculture, the state has little relevance in most people's lives. In most cases people defer to traditional support mechanisms such as the *wantok system* where close clan members provide for each other, serving as a social safety net for those in need. With urban migration the *wantok system* influences how communities organise themselves, usually clustering in settlements of the same linguistic background where individuals can find mutual support. This has potential, however, to create inter-tribal friction between cultural groups co-locating in urban settings.

Distortions of tradition have impacted negatively on the status of women in PNG. Paying bride price, for example, has shifted from a traditional symbol of bonding between two clans through marriage, to a modern monetised exchange of goods or cash in payment for a woman's (or girls) services, implying a sense of ownership. The unequal status and power-relations of women's conditions in PNG is most graphically illustrated by extreme forms of gender-based violence (GBV), with high frequencies of domestic violence, rape and sexual assault. As an example, many women are fearful of using public transport in PNG.

PNG suffers from some of the highest rates of domestic violence per capita in the world. 67% of the women surveyed in the Law Reform Commissions' work in the 1980's had been a victim of physical assault by a male partner.<sup>i</sup> Other research suggests that approximately 75% of women and children experience family violence of some kind.<sup>ii</sup> In one study by the Institute of Medical Research, 60% of the participating men admitted to having pack raped a woman at some time.<sup>iii</sup> GBV both reflects and reinforces inequalities between and among men and women and compromises the health, dignity, security and autonomy of its victims and survivors. It encompasses a wide range of human rights violations, including domestic violence, sexual assault and harassment, including rape and child abuse, forced and early marriage, polygamy and other harmful practices such as sorcery-related deaths of women and girls.

The spread of HIV is inextricably linked with GBV in PNG, and estimates point towards a generalised HIV-epidemic with prevalence rates between one and two percent. Epidemiologists fear that if this growing HIV-rate goes unchecked, HIV will within a decade or two have a devastating effect on the development of the entire nation through loss of productivity and the strain on health and support systems. This of course is notwithstanding the human suffering and discrimination accompanying the virus.

With governance challenges linked to resource extraction industries such as mining, fishing and logging, some provincial leaders are losing faith in central government and are pushing for autonomy to manage their own resources. The former North Solomons Province for

example, found itself entangled in a civil war against the PNG government largely because of the inequitable distribution of benefits from the mining industry back to that province.<sup>1</sup> Bougainville has since gained an autonomous status through the establishment of the Autonomous Bougainville Government (ABG).

Similar trends are happening in the Highlands provinces where some regions want more autonomy from the national government. There are sentiments for greater autonomy within parts of the population in several provinces and districts in PNG. These sentiments are in some cases linked to resources and wealth distribution, but can also be linked to local identities and identity formation. Segments of society nurtures distrust towards the state and this extends to the Police, who are often accused of human rights abuses, poor discipline and misconduct while on duty.

The widespread availability of small arms and light weapons (SALW) is further undermining security and safety in PNG including in the Autonomous Region of Bougainville (ARB). In PNG, home-made guns are widely possessed and used in the tribal conflicts, while leakages from state armories and illegal weapons imports mean that high-powered weapons are also readily available. The influx of such weapons into tribal fighting has multiplied losses and hence increased the scale of violence to a level where traditional means of restoring order no longer work. In addition, the incidence of armed violence in urban centres, such as Port Moresby, Goroka and Lae, are now amongst the highest in the world. The relatively easy access to guns is additionally contributing significantly to the vulnerability and human security concerns of women and young men.

In Bougainville, despite a relatively successful weapons collection programme following the 2001 Peace Agreement, small arms are still readily available. Rough estimates from different sources on the island indicate a presence of at least 4,000 small arms, 75% of which would belong to groups that were never part of the peace process. The signing of the Panguna Communiqué in late 2007 has brought forward the prospect of a rapprochement between the ABG and these splinter groups, and hence the possibility of a disarmament process involving also those factions that were not included in the earlier process. But the presence of small arms in Bougainville continues to pose a continuous threat to human security, with guns for example being used to extract money at check-points and road-blocks. Overall security has also been challenged recently in some parts of the island, with the area around and south of the former provincial capital Arawa being particularly exposed. The presence of small arms also poses a future threat in terms of their potential destabilising impact in the lead-up to the referendum on Bougainville's future.

Located on the margins of the Australian and Pacific tectonic plates, PNG has eight active volcanoes and experiences regular minor to medium level earthquakes, sometimes resulting in secondary effects such as tsunamis and landslides. Rural communities are also especially susceptible to human-made hazards as a result of poorly regulated natural resource extraction, as well as environmental degradation and pollution of their land and water resources by mining operations. The social and economic ramifications of these many hazards is multiplied when overlaid with the high levels of occupational vulnerability in PNG due to the lack of infrastructure, low human development indicators, and a high population

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<sup>1</sup> The background to the Bougainville conflict is complex, and involve a multitude of issues including the particular context of the colonial heritage, grievances stemming from the time of the independence of Papua New Guinea, land owner grievances around the Panguna mine, issues linked to settlements around Panguna and Arawa, sharing of dividends from the mining operations between the central Government and the province, as well as grievances linked to environmental impacts and pollution stemming from the mining operations.

growth rate. The range of hazards includes droughts, tropical storms, volcanic eruptions, flooding, earthquakes, tsunamis and landslides.

Despite the many challenges PNG faces there are indications that the country has huge potential to grow into a healthy democracy which protects and provides services to its citizens. Although PNG has experienced many setbacks since its independence, Papua New Guineans have proved themselves to be a very resilient people. When faced with natural disaster they have the capacity to endure the worst and use their own traditional support mechanisms and skills to recover very quickly, as was evidenced in the Northern Province flooding after cyclone Guba. Papua New Guineans' ability to organise themselves to maintain peace and harmony in their communities through indigenous systems of law and justice is unequalled anywhere in the world. Village courts and community policing are services which illustrate the community's capacity to provide justice for and police itself where the formal law and justice systems are lacking. There is still a free press existing in PNG, which provides a forum for open debate on community concerns and political issues, and more recently on human security and gun violence.

There are therefore many opportunities for programmatic intervention which the UN can consider in its partnership with the PNG Government in developing a crisis prevention and recovery strategy. For example, actions focusing on three high risk provinces will undertake as a first step an initial broad assessment to identify patterns and concentrations of risks.

## **1.2 UNCP and Nation Building**

PNG has a well defined Country Programme (UNCP) - A Partnership for Nation Building, for the period 2008-2012, which articulates the CPR focus under UNCP outcomes for Governance and Crisis Management and Gender. These are further divided into the following intermediary outcomes that focus specifically on CPR: a) conflict prevention and nation building b) disaster risk management c) Gender-Based Violence (GBV).

A unique aspect of the UNCP is the conscious effort to use nation building as a cross cutting theme in all the outcome areas, by elaborating how the outcomes directly contribute to the theme of nation building. In relation to conflict prevention it will support national efforts to strengthen culturally appropriate mechanisms which can reduce the risks of civil conflicts and sensitize communities to the vulnerability of children and women affected by conflict. On the disaster front, it will seek to strengthen disaster preparedness and management capacity, at the community, provincial and national levels, in the event of natural disasters. On gender the promotion of gender equality and opportunities for women is considered an essential feature of nation building.

## **1.3 Geographical Focus**

To achieve its strategic objectives the Nation Building programme will work both at the national and sub national (provincial, district and ward) level. Following a mapping exercise of the UNs current and planned operational presence in the provinces and its ability to build on the synergies of ongoing activities, the programme will focus on three provinces: Autonomous Region of Bougainville, Oro Province and the Eastern Highlands. In these three provinces the strategy recognizes the need for sequencing of interventions based on access and ownership at the political level.

Making use of the existing partnerships and field presence the CDA process and the work on community security and peace building will commence first in the Autonomous Region of Bougainville, followed by Oro and Eastern Highlands. Disaster risk reduction (DRR) components will commence in the two high risk provinces of Bougainville and Oro Province. Lessons gained from this work will benefit all of the nine high risk provinces. The immediate focus of GBV will be with the police at the national level in Moresby, followed by Oro and Eastern Highlands.

### **1.3 Programme development process**

In order to strengthen critical sector areas of UNDP's CPR work in PNG, a BCPR scoping mission was undertaken in February 2008 to work with the Government of PNG and the Country Office on a) disaster risk reduction b) small arms control and c) identifying key components for a partnership agreement.

Further to this, a second BCPR mission was undertaken in August 2008 to provide assistance to the CO to strengthen the integration of its various CPR initiatives within a coherent framework, and to define the thematic areas of the nation building programme. Based on its findings and in consultation with the relevant stakeholders the following focus areas were identified for the nation building programme: a) peace-building and community security b) gender-based violence c) disaster risk reduction. The programme follows an integrated approach to programming and also ensures mainstreaming of gender across the three thematic pillars.

The interventions across the thematic pillars are designed in line with the UNCP action plan and outcomes. The two missions had consultations with UN agencies, bilateral agencies, international organizations and other players actively working in the three areas and undertook field visits to Oro, Madang and Bougainville in order to ensure programmatic complementarities and establish partnerships.

The mission also undertook an assessment of the CO capacities, based on which the capacities needed to provide oversight, implementation support and technical knowledge, were incorporated into the programme. It was a seminal finding of the mission that programme implementation in PNG is a human resource heavy endeavor due to limited capacities and geography. The capacity needs identified by the mission to deliver the programme is elaborated in the Strategic Partnership Framework under the each of the three pillars as identified in the programme document [Annex 6].

In the development of the programme experiences from the past programmes such as the Bougainville Rehabilitation and Construction Development Programme; Strengthening Capacity for Provincial and Local Levels Planning; Safer City Initiatives; and UN Facility for Weapons Disposals were taken into consideration as appropriate.

### **1.4 Links to global projects**

There is an opportunity to strategically link UNDP PNG's work on nation building to the development and implementation of global initiatives across the three thematic pillars.

As a signatory to the Geneva Declaration on Armed Violence and Development, PNG has agreed to become one of five focus countries for its implementation. The work to address armed violence and enhance community security and social cohesion of this programme will be informed by and benefit from this commitment. Another relevant international initiative is the joint UNDP, UN Habitat, UNODC, UNICEF and World Health Organisation

(WHO) Armed Violence Prevention Programme (AVPP) and the development by the Organisation for Economic Co-operation and Development (OECD) of forthcoming guidance for donors on armed violence reduction, of which, UNDP is co-chair of the OECD Task Team on Security and Development and is a member of the Core Group coordinating the implementation of the Geneva Declaration.

UNDP PNG's programme will also be a pilot initiative linked to BCPR's new programme, Supporting the Development of UNDP's Policy and Practice on Community Security and Social Cohesion, through developing gender sensitive assessment, data collection, management and analysis systems to design and implement gender-sensitive community security and armed violence prevention programmes.

PNG is also one of seventeen priority countries under UNDP's "Global Programme on Rule of Law in Crisis and Post-Conflict." This programme has a particular emphasis on women's security and access to justice, and assists the setting-up of comprehensive initiatives to address sexual and gender-based violence through the justice and security sectors. PNG will also benefit from UNDP's "Global Programme on Demobilization Disarmament and Reintegration," in particular, through the provision of policy guidance and technical advice regarding the engagement of former combatants and armed youth in local arms control and disarmament processes.

UNDP (BCPR and the Bureau for Development Policy) also has a global programme on enhancing capacities for effective delivery on the eight point agenda by advancing gender equality and women's empowerment in crisis prevention and recovery. The global programme will provide direct support to the implementation of the PNG programme through the deployment of a senior GBV advisor to the Country Office. Additionally, the programme will complement the crisis prevention and recovery efforts and plans, in partnership with other UN, non-governmental agencies, by enhancing knowledge, skills and information about the situation of women and girls.

There are also a number of significant UNDP global projects on DRR that can provide added value and technical assistance to the PNG Partnership. These include; i) the Global Mainstreaming Initiative, ii) the Global Risk Identification Project, iii) the Disaster – Conflict Interface project, and iv) the Climate Risk Management Technical Assistance Support Project (CRM TASP). Aspects of each of these global projects can provide guidance and valuable lessons from other countries and regions on technical aspects to these initiatives.

Establishing these linkages will help ensure that global work in the thematic areas informs the national level work, and that the lessons learned from PNG will be shared internationally to inform the development of policy guidelines for governments and international organisations engaged.

## 2 Strategy

This programme will adapt an integrated strategy by focusing on three CPR thematic pillars to contribute to the development outcome articulated in the UNCP. The three pillars namely; **Peace building and Community Security, Gender Based Violence and Disaster Risk Reduction**, will be approached using different entry points both at national and sub national level. However in terms of conceptualization and implementation, the strategy recognizes the interfaces between these pillars and has identified three explicit drivers to ensure thematic integration - capacity development, analysis and assessment and advocacy and awareness raising. In addition to this the programme will ensure that gender, risk reduction and conflict sensitivity are mainstreamed across the pillars as appropriate.

## 2.1 Integrated Development Assessment

In the preliminary analysis conducted to develop the programme, lack of quantitative and qualitative data was a clear lacuna that was identified across the three pillars. This resulted in the need for an integrated development assessment at the provincial level. The purpose of the local level assessment will be as follows:

- To collect, consolidate and analyze information on: conflict connectors and dividers, drivers of community insecurity, small arms availability, hazard data and vulnerability assessments, data on deaths and injuries, historical data on disasters, demographic profile, root causes of gender violence, youth perceptions on GBV and capturing the attitudes of boys and men towards GBV;
- To build capacities of local institutions to be able to undertake similar analysis for CPR programming;
- To inform the design of interventions in the medium and long term, and help draw stronger linkages between the interventions designed under the three thematic pillars;
- To develop baseline indicators for the crisis prevention programme and provide inputs to design a M&E system that looks at the impact of UNDP in CPR;
- To ensure CPR activities do not contribute to or exacerbate vulnerabilities and conflict dynamics;
- To ensure that local level developments plans are conflict, disaster and gender sensitive;
- To inform both upstream and downstream policy advocacy on CPR.

Given the key objective of building local capacities in undertaking the analysis, this exercise will be anchored in the Divine Word University (DWU) and will be carried out in close collaboration with local stakeholders including provincial government and civil society. DWU already has a strong background in providing conflict resolution training programmes for NGOs and government. By partnering with DWU the tools and methodology of the assessment process will be embedded within PNG's education system, enabling larger numbers of interested groups to benefit from the analysis. In terms of methodology, expertise will be provided to augment the capacities of DWU to adapt existing analytical tools and processes to the PNG context. In particular expertise will be made available in the field of peace-building, community security and small arms, gender and DRR to ensure the effective integration of these lenses into the assessment process.

In practice this exercise, will likely include the following steps:

- Review and adaptation of the selected tools;
- Design of the consolidated assessment process (in particular which components will be consulted and which ones will be undertaken through other approaches);
- Commissioning and undertaking a number of thematic assessments through quantitative and qualitative surveys and focus group discussions;
- Establishing provincial level expert reference groups to provide feedback;
- Desk review of existing research and secondary data

## 2.2 Capacity Development

The programme strategy includes an institutional and individual capacity development component under each of the three pillars targeting specific stakeholders both at the national and sub national level. On the individual capacity development, while skills building have a specific focus on well defined stakeholders such as National Disaster Centre (NDC) and Provincial Disaster Committees (PDCs), there are other stakeholders like the local government, planning department and police that have a clear cross cutting mandate across the three areas. Therefore, the programme will ensure that capacity development in terms of skills building and training will be packaged together, when appropriate both substantively and operationally. There will be a strong emphasis on a long term and sustainable approach, by mapping current capacities, identifying gaps and institutionalizing the capacities within existing structures and monitoring impact over time of the interventions.

On institutional capacity development, the focus would be on supporting the empowerment and capacity development of local organizations through a small grants fund (SGF). By providing funding to these organizations for innovative projects and training this programme seeks to enhance and build on the nascent capacities of emergent and struggling community based organizations that fall below the traditional donor net, thereby expanding the pool of potential partners. The staying power of local organizations in comparison to the international organizations makes them key to continuity and sustainability of the efforts in the three pillars of this programme. This can also benefit from ongoing work on CSOs undertaken by the Pacific Centre, as well as a joint assessment of CBO capacities carried out by AusAid.

In administering the SGF and the training component the Nation Building programme will work through an intermediary organization from each province as a project partner for the duration of the project. A Provincial Steering Committee will be established, with the primary responsibility for selecting and recommending local organizations to receive grants in a transparent manner. The intermediary organization would be required to help with administering the SGF as well as be the central point within the district to coordinate the training workshops and assist the process of monitoring/managing the grants. The partnership between the programme and the intermediary organization would not be limited to an administrative partnership, but will also include an institutional strengthening element for the intermediary organization.

In practice this exercise, will likely include the following steps:

- Establish a Provincial Steering Committee and decide on the criteria and focus areas for grant disbursement
- Identify intermediary organizations
- Identify common stakeholders for training and institutional capacity development during implementation through training needs assessment
- In development of curricula combine skills on gender, small arms and peace building and DRR, as appropriate and relevant
- Develop evaluation and impact assessment tools for training and institutional capacity development, which could measure the collective impact on specific stakeholders
- Where possible, merge the trainings operationally across pillars to build on synergies and reduce costs

### **2.3 Advocacy, awareness raising and knowledge management**

The unique developmental challenges in PNG and the integrated elements such as the assessments and outreach to government and non-government institutions in data-gathering processes will generate knowledge both in terms of process and content that

would be of immense value within and outside of PNG. Hence the strategy will ensure the systematic collation, codification and sharing of knowledge that would be generated in the lifespan of this programme.

Advocacy and awareness-raising are integral for attitudinal shift and policy changes, to trigger transformation in terms of enhanced social cohesion and reduction in GBV. Given the integrated nature of the programme, advocacy platforms and awareness raising campaigns will, as appropriate, focus on the interconnectedness between the different issues addressed in this project. The tools in addition to media would include creative and alternative modes of communications such as street theatre, plays, cinema, sports, art completion etc.

In practice this exercise, will likely include the following steps:

- Workshops to share and compare data ( e.g. with police dept, hospitals, Bureau for National Statistics, etc) to improve quality of publically available data
- Development of advocacy notes for downstream and upstream policy changes
- Formulation and implementation of a media and communication strategy
- Dialogue forums and symposiums around advocacy issues
- Developing knowledge products

### **3 Thematic Pillars**

#### **3.1 First Pillar: Peace building and community security**

The programme is mindful of the different forms, and overlapping nature, of violence in the country including between tribal groups in both urban and rural communities; organized and opportunistic criminal violence with high victimization rates; and gender-based violence. The increased availability and widespread use of SALW has increased the lethality of tribal conflicts, fuelled violent crime, and increased vulnerability to other forms of violence, especially affecting women. This conflict profile has impacted on development and the ability of provincial and central governments to provide resources and services (including law and order) to the populace. UNDP in addressing this challenge, under the rubric of nation building, will assist national, provincial and local level governments and communities to develop coherent plans to enhance community security and develop local capacities for peace building.

The peace building and community security strategy has three key components: a) developing local capacities to enhance nation building and social cohesion b) developing local government capacities for conflict sensitive planning; and c) developing national and provincial-level strategies for community security and small arms control.

**Developing local capacities to enhance nation building and social cohesion:** There are a range of actors working on peace building that are currently involved in or with the potential for local level peace building and dispute resolution, within the civil society and public sector. The civil society stakeholders include women's organizations, youth councils, parish councils, private sector and civic leaders. The public sector stakeholders range from village court officers to police and government servants working in different ministries. The peace building component recognizes that by developing, nurturing and networking these local capacities, a peace infrastructure can be developed at the community level, which could become the critical mass needed to enhance social cohesion. Building local level peace infrastructure includes: developing peace skills and Institutional capacity for peace; and networking local capacities for peace and creating horizontal and vertical synergies.

In terms of peace skills, currently there is a proliferation of training activities that have been developed targeting some of the stakeholders identified above, which are ad hoc or specific skills focused. This programme will focus on developing a peace skills building curriculum through an iterative process, with emphasis on practical skills. This would involve bringing together the relevant stakeholders and by fully understanding their potential peace building roles in their communities, developing a skills building package that could be easily delivered by individual trainers and integrated into other trainings. UNDP Pacific Centre at the regional level is in the process of developing a curriculum for the Pacific Peace and Development Institute and where possible these experiences will be leveraged into the process. The curriculum development will be undertaken in partnership with DWU as part of the consolidated development assessment process. Once the skills package is developed, using DWU and other local level partners a critical mass of trainers and facilitators in each of the three provinces and at the national level will be developed. The training process itself will bring together government officials, police, army, religious leaders, women leaders, youth leaders etc, and thereby provide a safe space for building and nurturing relationships. UNDP will partner with an intermediary organization at the provincial level (preferably a national organization with a provincial reach in each of the provinces) to take the skills development to the grassroots. The cadre of trainers developed will be used to do the local level trainings and will be anchored at the provincial level as a pool of trainers. The possibility of networking the trainers through the Peace and Good Order committees at the provincial level will also be further explored. The trainings will target members of community based organizations and local opinion makers. The overall result of the process will be a critical mass of trainers, with peace building skills and key individuals from the public sector with skills and a natural network that cuts across all these entities.

The institutional capacity development element will be achieved through a grants facility as explained above (see capacity development driver). The focus of the grants facility will be to develop the peace capacities of nascent community based organizations which work at village levels. The grants will be administered with the following objective: a) to develop the skills of the members and staff of the community based organizations using the cadre of trainers b) by providing funding for the community based organization to implement innovative peace building activities framed through an indigenous lens. The organizations that receive trainings and grants for peace building (not more than 10 per province) would be networked at the provincial level, by bringing them together at a peace symposium for experience sharing, advocacy, establishing linkages and identifying lessons learned.

**Developing local government capacities for conflict sensitive planning:** The consolidated development analysis and skills building provides an entry point to influence the local level development planning process. However, the programme recognizes that instituting capacities within local government to undertake conflict sensitive development planning in three provinces and establishing accountability mechanisms itself is a long term process and a potential programme on its own. Taking this into consideration this programme will use the existing entry points in Bougainville through UNDPs other governance initiatives to work with local level planning officials with the modest objective of making local development plans conflict and gender sensitive, by reviewing and revising the plans based on empirical data. The experiences gained through the initial engagement in Bougainville will feed into a larger programme envisaged to be developed within the lifespan of the UNCP.

**Developing national and provincial-level strategies for community security and small arms control:** In light of the important role played by SALW in fuelling and exacerbating conflict and criminal violence in PNG and the ABG, the programme will also support government

and civil society to develop and implement comprehensive strategies to reduce the availability and use of SALW and enhance community security. An important resource for this work will be the recommendations that emerged from the Gun Summit held in 2005. However, the lack of progress made in implementing these recommendations over the past 3 years highlights the importance of generating broad-based ownership and political will amongst PNG's political leadership. A prerequisite for this will be to improve the level of information publically available on the small arms issue (through the assessment work outlined above) and to "open up" the public discourse on SALW in order to demonstrate that SALW are a concern for everyone. With this in mind, the programme will support a broad range of awareness raising activities - such as radio shows, adverts, leaflets, theatre and dance - to reach out to a wide range of stakeholders. In addition, technical assistance will be given to assist the PNG government and AGB to establish coordination mechanisms (involving all relevant government agencies and civil society) to guide and oversee the development of coherent strategies.

To be successful, strategies to enhance community security and to reduce the availability and use of small arms need to address the range of factors driving the demand for these weapons, as well involve a wide variety of stakeholders in their design. The programme will support the government of PNG and AGB to reach out to a broad-range of actors through a series of consultative workshops involving local government officials, police, churches, women's groups, Council of Elders, Council of Chiefs, ex-combatants and their associations (in the case of Bougainville). Specific efforts will be made to ensure the representation of women and women's groups in these consultative processes. On the basis of these consultations, sub-regional and provincial-level workshops will be organized to identify possible ways forward and to develop provincial-level strategies on community security and small arms control. This consultative process will be complemented by training on small arms and community security for key stakeholders, for example, government and civil society representatives on the PNG/AGB small arms commissions/steering committees). Opportunities will also be explored for experience sharing through study tours to the Solomon Islands<sup>2</sup>. It is envisaged that the community security strategies will be integrated into Provincial (and City) Development Plans, and that their implementation could begin in 2010.

Initially, the programmatic activities on small arms and community security will be undertaken in Bougainville, since the demand for this work and relevant partnerships have already been developed over the course of the past two years, and the AGB has articulated weapons disposal and reconciliation as priorities for 2008. During the course of 2009, activities will be initiated in the Eastern Highlands and Oro provinces. Due to the sensitivities surrounding the small arms issue - especially in the Highlands - particular attention will be paid to developing the necessary partnerships and political space to develop initiatives on community security and small arms control.

More specifically, the peace-building and community security pillar will include the following:

- Develop a flexible peace building and community security curriculum through a participatory process that could be adapted and used by institutions such as the police academy, civil service training institute etc.
- Embed a peace building and community security curricula at the DWU building on analytical capacity and peace building.
- Develop a critical mass of trainers from both the public sector and civil society

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<sup>2</sup> In the Solomon Islands, the Australian Government has funded a USD 1.46mn Community Peace and Restoration Fund. Twenty local coordinators manage over 240 community-generated restoration projects across the country.

- Utilize the trainers to conduct trainings at local level to enhance capacities
- Establish a grants programme for innovative peace building and reconciliation programmes
- Undertake assessments of the small arms problem and how this impacts upon community security (through the CDA outlined above);
- Develop public information campaigns on SALW, using posters, community conversations, theatre and dance;
- Support the establishment and development of inclusive national and provincial steering committees on small arms and community security that can guide the development of community security strategies;
- Support the development of civil society networks on gun control and violence reduction
- Provide training to stakeholders from government, police, Council Elders, Chiefs and Civil Society, including a study tour to the Solomon Islands ;
- Undertake stakeholder consultations (ward, city, district, provincial) to develop small arms and community security strategies/plans.

### 3.2 Second Pillar: Gender Based Violence

UNDP's commitment to gender equality is reflected through its new Gender Equality Strategy (2008-2011), which urges UNDP to take serious notice of the gender gaps and inequalities in all its programming. BCPR has committed itself to women's empowerment and gender equality through the eight point agenda which provides practical and positive outcomes for girls and women in crisis settings. The eight point agenda provides a menu of options which can be used to leverage a range of interventions at different levels, and lays a strong emphasis on strengthening women's security in crisis by ending violence against women.

While the environment in PNG is riddled with complexities making it difficult to tackle the issue of GBV, there is a renewed focus on tackling GBV through a national strategy and action plan on Ending Family and Sexual Violence in PNG, through the Family Sexual Violence Action Committee (FSVAC) and the work of the National Council of Women (NCW). The police are in the process of increasing the number of officers in their constabulary from 4,800 to 10,000 over the next few years, and the Police Commissioner has made a commitment and expressed his interest to UNDP on providing support for strengthening the police response to address GBV.

In order to maintain the momentum of the above mentioned focus and commitment to addressing GBV, both at the international as well as national level, this programme ensures mainstreaming gender within the thematic pillars of peace building & community security as well as DRR. This is to ensure that the interventions in those areas remain mindful of the gender differences and complexities of gender inequalities in the PNG context. Also, given that the available evidence suggests the extreme gravity of GBV as a serious threat to overall development, the programme has a specific pillar to address GBV, which recognizes it is a social, administrative, security, and economic issue. The multi-sector approach in defining the interventions under this pillar have been framed keeping in mind the work being carried out by different partners and recognizing the need for building on existing work and coordination of efforts for maximum impact.

Through a well thought through framework, UNDP will structure its intervention in three interlinked components, which will work closely with and support a range of stakeholders from the police, civil society and other smaller community organizations which can contribute to enhancing women's security in PNG. The three components are: a) **Research for Policy & Programming**: adding to the research base to support a stronger evidence base

for further targeted advocacy, policy support and programming to address GBV; b) **Awareness for Action:** use targeted and relevant messaging to raise awareness with youth groups and involve boys and men in supporting GBV prevention; c) **Institutional Capacity Development for enhanced response and prevention for GBV:** a two-pronged approach to support the formal and informal response mechanisms which support women's security and prevent further perpetuation of GBV

In practice, activities in support of this pillar, will likely include:

**Research for Policy & Programming:** There is a huge dearth of reliable data and statistics related to violence, but also a lack of sex disaggregated data in different sectors. The assessments and research work will contribute to enhancing national data related to GBV and establishing baselines for future work for different actors. This will essentially help to build on the evidence base for data and information but also for the advocacy work.

- Map and consolidate existing research and conduct further research in areas where there is a need for analysis. This will help us to further deepen our understanding of the root causes and triggers of GBV and what targeted interventions at different levels will enable us to address in the long term;
- To deepen our understanding of boys and men's attitudes and behaviours related to GBV, as well as carry out youth perception surveys and allow youth to identify areas of concern and how they are best placed to play an active role in GBV prevention;
- Use the analytical research pieces to develop policy and programming notes that can provide recommendations for different actors to design their interventions and work in line with the findings of the research.

**Awareness for Action:** While there is a lot of awareness raising work being done by a range of organizations, there seems to be a need to ensure a good communications and dissemination strategy to the awareness and advocacy materials that would be developed.

- Consolidate good practices on working with boys and men in GBV prevention from other countries and adapt some of the good advocacy materials to become relevant and useful in the PNG context;
- Generate awareness and acceptance around creating a sense of treating domestic violence as a crime and not a personal and domestic issue within the police force;
- Organize youth networks and provide a volunteering component with relevant incentive and reward packages to keep them engaged;
- Use role models for different audiences with targeted messaging. For e.g. to focus on fathers, young boys through sports and/or popular media.

**Institutional Capacity Development for enhanced response and prevention for GBV:** While being mindful of the fact that there are a number of partners and several initiatives which are ongoing to develop capacities to address the issue of GBV, this programme will specifically work on the issue of supporting the police in their response to GBV, and to support and upscale the good work of women's organizations and other agencies that work on responding to GBV and which do prevention work on GBV.

- Develop holistic training packages for the police which can be used to train and work with the police cadres with skills to handle cases of GBV, and also to be aware of the complete integrated response mechanism which is required to support survivors of violence;
- Embed the trainings into the existing orientation trainings for new recruits and refresher trainings;

- Research and assessment of the police structures, operationally as well as structurally with respect to their performance and review systems, accountability mechanisms etc;
- Awareness kits developed for the police and their families on understanding and coping with GBV
- Provide trainings and support to the NGOs, CBOs and other informal mechanisms to strengthen their support and response to women who are survivors of violence;
- Facilitate the interface and coordination through dialogues between the police and the informal response mechanisms to work together to create and strengthen an integrated support to addressing GBV.

### 3.3 Third Pillar: Disaster Risk Reduction

#### Focus on sub-national and community organizations

The strategy for minimizing losses from the impacts of natural disasters will be developed over the next two years with a strong focus on strengthening support to provincial and community-based organizations. The strategy will adopt a comprehensive approach to disaster risk reduction by addressing all hazards and utilizing the five priorities outlined in the Hyogo Framework for Action (refer annex 5 for five priorities for action in the HFA). The community-based disaster risk management (CBDRM) approach will provide opportunities for the local community to evaluate their own situation based on their location, exposure to hazards and experiences in coping with disasters. The local community not only becomes part of creating plans and decisions, but also becomes a major player in their implementation.

It has been acknowledged that there exists considerable opportunity to provide technical assistance and support to grassroots organizations (including the Provincial Disaster Management Committees) that can effectively reduce the impacts of the multitude of hazards in PNG. Given the existing social organization in villages and communities (in particular the Council of Chiefs and Council of Elders), the program will utilize this structure to deliver two key outputs: i) a comprehensive risk analysis in three high risk provinces, and ii) support to the preparation of community and provincial disaster risk management plans. The seed funding to be made available to community organizations will ensure a strong base of community disaster risk management planning is established. The provincial plans will then provide guidance on, and the links to provincial and national-level legislation.

Other components of the strategy will include:

- i. Guidance on the functioning of Provincial Disaster Committees will be developed as a simple Guideline document or more detailed Standard Operating Procedures, based on a review of the Act (current legislation).
- ii. Provincial consultations in the three high risk provinces will provide key topics for a National conference on DRM in 2009.
- iii. A knowledge management strategy will establish to a) build systematic DRR knowledge product development and distribution; b) undertake a systematic collection of lessons from the Asia-Pacific region to be made available to all stakeholders.
- iv. Development of disaster risk reduction components for the education system, which has proven (elsewhere in the region) to be a most valuable DRR strategy, for which donor support should be sought.

#### Capacity building

Both Outputs will build capacity in the targeted communities of the three provinces. The preparation of disaster risk management plans will include early recovery framework strategies drawn from the Oro province experiences. The seed funding to be provided to communities will be aimed at three specific actions to strengthen the DRR capacities of the traditional structures of Council of Elders and Council of Chiefs; i) for the preparation of community based DRM plan preparation ii) to support the provision of baseline resources for community disaster response needs, and iii) to identify and develop coping mechanisms for community risk reduction.

A consultative process will guide the preparation of community and Provincial plans, and technical support will be provided to communities. It will be crucial to ensure inclusive participation, being mindful that women and men are able to participate and contribute to the planning process, and to appreciate the different sets of needs and vulnerabilities which may be identified.

In practice, activities in support of this pillar will likely include:

- Staging a Project Initiation Workshop immediately following the appointment of the Disaster Reduction Advisor and the Program Officer;
- A review of existing legislation on DRR;
- Preparation of basic SOPs and Guidelines for Provincial Disaster Committees (including role, responsibilities, relationships with civil society, National Disaster Committee and NGOs, coordination and leadership);
- Prepare and launch a National Disaster Risk Management Forum in 2009;
- Analyze priority training needs at Provincial level and conduct training at least two times per year in two or three high risk Provinces;
- Develop a roster of trained DRR persons who can be deployed to other provinces in the case of a disaster. Prepare guidelines to address the need to guaranteed payment for such services (considered to be a prerequisite for such services);
- Conduct consultation workshops in high risk provinces to determine priorities and content needs for Provincial and Community based Disaster Plans
- Provide seed funding to selected communities for 1) CBDRM plan preparation; 2) baseline resources for response action 3) identification and development of coping mechanisms for community risk reduction (this will be an on-going awareness-building process to be shared amongst all target communities);
- Prepare Provincial and Community based Disaster Plans for Autonomous Region of Bougainville and for Oro Province;
- Commence preparation of an integrated Climate Risk Management and Disaster Risk Management strategy for PNG;
- Complete Oro Province Early Recovery (ER) Framework together with a number of priority Guidance notes and operating procedures of ER in other provinces. These will be simple and practical guidelines for all key aspects of ER planning and implementation;
- Investigate appropriate models and methods for developing end-to-end Community Based Early Warning Systems in PNG. Test these methods in two high risk provinces.

## PROJECT RESULTS AND RESOURCES FRAMEWORK

**Intended Outcome as stated in the Country Programme Results and Resource Framework:**

**UNCP outcome 1:** Government develops and implements effective governance and crisis management policies and strategies

**UNCP outcome 4:** by 2012, women and girls experience fewer gender inequalities in PNG

**Project title and ID (ATLAS Award ID):**

Intended Outputs	Indicators	Activities	Responsible parties	Indicative Inputs Year 1	Indicative input Year 2
<p>Output 1. <b>Consolidated assessments developed in three provinces and process institutionalized</b></p> <p><b>Related outcome indicators :</b> Baseline indicators developed and a proper M&amp;E system instituted for CPR</p> <p>CDA informs design of quality development interventions by development partners and government</p>	<p>✓ Three provincial level consolidated assessments completed</p> <p>With the Availability of the following:</p> <ul style="list-style-type: none"> <li>- Demographic profile and Sex disaggregated data</li> <li>- Small arms and threat perception data</li> <li>- Conflict drivers and peace connectors data</li> <li>- Historical data on disasters</li> <li>- Hazard mapping</li> <li>- Vulnerability assessments</li> <li>- Data on deaths</li> </ul>	<p>1.1 Identification of existing tools and methodologies</p> <p>1.2 Modification and adaptation of tools for local context</p> <p>1.3 Design overall assessment methodology and processes</p> <p>1.4 Establishment of reference group to build ownership and quality control</p> <p>1.5 Administering of surveys and focus groups to collect data</p> <p>1.6 Analysis of material and data using statistical tools</p> <p>1.7 Development of final report and publishing</p> <p>1.8 Documenting of the process and developing a training manual to institute methodology</p> <p>1.9 Prepare tools methods and strategy to undertake a national risk</p>	<p>DWU UNDP</p>	<p>Coordinator \$70,000</p> <p>Technical backstopping (\$40,000)</p> <ul style="list-style-type: none"> <li>• Conflict analysis (Pacific Centre/BCPR)</li> <li>• Gender</li> <li>• DRR (Pacific Centre)</li> <li>• Integrated process (BCPR)</li> </ul> <p>Grants/sub contract to</p>	<p>Coordinator \$70,000</p> <p>Technical backstopping \$20,000</p> <ul style="list-style-type: none"> <li>• Conflict analysis (Pacific Centre/BCPR)</li> <li>• Gender</li> <li>• DRR (Pacific Centre)</li> <li>• Integrated process (BCPR)</li> </ul> <p>Grants/sub contract to</p>

	<ul style="list-style-type: none"> <li>- and injuries</li> <li>- Historical disaster info</li> <li>- Gender analysis</li> <li>- Root causes of gender violence</li> <li>- Youth perceptions on violence</li> <li>- Attitudes of boys and men towards GBV</li> <li>- Data on victims and perpetrators</li> </ul>	<p>assessment including hazard and risk mapping in nine high risk Provinces.</p> <p>1.10 Undertake an assessment of climate risk management and climate adaptation needs in collaboration with office of climate change and environmental sustainability.</p>		<p>conduct the CDA \$100,000</p> <p>Travel/Communications \$30,000</p> <p>M &amp; E \$20,000</p> <p><b>(Sub total: 260,000)</b></p>	<p>conduct the CDA \$180,000</p> <p>Travel/Communications \$20,000</p> <p>M &amp; E \$30,000</p> <p><b>(Sub total: 320,000)</b></p>
<p>Output 2. <b>Common advocacy and awareness raising campaign developed and implemented</b></p>	<ul style="list-style-type: none"> <li>✓ Advocacy material and policy notes produced to raise awareness and influence policy on GBV, disaster preparedness and peace building and community security</li> <li>✓ Lessons learnt products developed and shared with other crisis countries</li> </ul>	<p>2.1 Develop a knowledge management plan (including data management)</p> <p>2.2 Organize youth networks and volunteer groups for GBV prevention</p> <p>2.3 Hold awareness events on GBV prevention</p> <p>2.4 Map and consolidate existing research</p> <p>2.5 Formulation of advocacy notes for policy dialogue</p> <p>2.6 Formulation of communications strategy</p> <p>2.7 Traditional and non-traditional mediums of communication identified</p>	<p>UNDP DWU Family Sexual Violence Action Committee (FSVAC) NGOs</p>	<p>Media consultancy \$25,000</p> <p>Advocacy and awareness events \$50,000</p> <p>Advocacy materials \$30,000</p> <p><b>(subtotal \$105,000)</b></p>	<p>Media consultancy \$25,000</p> <p>Advocacy and awareness events \$50,000</p> <p>Printing and publication \$50,000</p> <p>Advocacy materials \$70,000</p> <p><b>(subtotal \$195,000)</b></p>

		2.8 Develop lessons learnt documents			
		2.9 Organize symposiums and dialogues			
<p>Output 3. Peace building and community security: <b>Developing local capacities to enhance nation building and social cohesion</b></p> <p><b>Related outcome indicators:</b> Improvement of individual and community perceptions of peace and safety and security</p> <p>Increase number of community level conflicts resolved peacefully through mediation and informal dispute resolutions</p>	<ul style="list-style-type: none"> <li>✓ 30 organizations provided grants to increase social cohesion (30% women's organizations)</li> <li>✓ Pool of 45 trainers established (50% female trainers)</li> <li>✓ Provincial level peace building networks established</li> <li>✓ Peace building skills package developed (gender and CPR elements integrated) and utilized</li> </ul>	<p>3.1 Identify provincial level intermediary organization</p> <p>3.2 Conduct CBO mapping for the provinces</p> <p>3.3 Establish steering committee to administer the small grants</p> <p>3.4 Develop criteria for selection of organizations for small grants</p> <p>3.5 Consultations with stakeholders on peace building capacity needs</p> <p>3.6 Development of skills building package</p> <p>3.7 Identifying potential trainers and conducting ToTs</p> <p>3.8 Conducting trainings for organizations that will be recipient of grants</p>	<p>UNDP DWU IO NGOs</p>	<p>Peace Building Advisor \$180,000</p> <p>Small grants \$50,000</p> <p>Contracts to Intermediary organization \$50,000</p> <p><b>(subtotal: \$280,000)</b></p>	<p>Peace Building Advisor \$180,000</p> <p>Consultations \$30,000</p> <p>Small grants \$30,000</p> <p>Networking \$25,000</p> <p>Conflict sensitive local development planning \$ 50,000</p> <p><b>(subtotal: \$315,000)</b></p>

<p>Output 4. <b>National and provincial-level strategies for community security and small arms control developed</b></p> <p><b>Related outcome indicators:</b> Improvement of individual and community perceptions of peace and safety and security</p> <p>Improved public awareness of the risks posed by firearms and reduced violence involving firearms</p>	<ul style="list-style-type: none"> <li>✓ Baseline assessment completed</li> <li>✓ Awareness raising materials developed</li> <li>✓ 50 consultations carried out (30% women involved)</li> <li>✓ 20 people trained (50% women)</li> <li>✓ National and provincial steering committees established with 30% participation from women</li> <li>✓ National strategy on SALW and community security developed</li> <li>✓ Bougainville strategy on SALW and community security developed</li> </ul>	<p>4.1 Conduct baseline assessments (see output 1)</p> <p>4.2 Develop awareness raising materials (see output 2)</p> <p>4.3 Establish national/provincial steering committees/councils</p> <p>4.4 Create partnerships for engaging in Northern Province and E. Highlands</p> <p>4.5 Support the further development of civil society networks on gun control and violence reduction</p> <p>4.6 Conduct consultations at Community, Ward, City, District and Provincial-level</p> <p>4.7 Conduct trainings for government officials, Elders, Council Chiefs and civil society (incl. study tour to Solomon Islands)</p> <p>4.8 Develop PNG and AGB community security and arms control plans.</p>	<p>Provincial Administrations in Northern Province and Eastern Highlands Autonomous Bougainville Government Royal Papua New Guinea Police Force (RPNGF)</p>	<p>Project Coordinator for Bougainville \$40,000</p> <p>Community Security Advisor \$180,000</p> <p>MOSS compliance for E Highlands \$60,000</p> <p>Technical back-stopping (BCPR/PC)</p> <p>Trainings \$50,000</p> <p>Consultations \$60,000</p> <p>Awareness raising \$30,000</p> <p><b>(subtotal: \$420,000)</b></p>	<p>Project Coordinator for Bougainville \$40,000</p> <p>Community Security Advisor \$180,000</p> <p>Consultants for national steering committees \$20,000</p> <p>Consultations \$100,000</p> <p>Small grants \$25,000</p> <p>Awareness raising \$30,000</p> <p>M &amp; E \$20,000</p> <p><b>(subtotal: 415,000)</b></p>
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<p>Output 5. <b>Gender Based Violence : Formal and informal agencies are better equipped to collaborate and respond to GBV</b></p> <p><b>Related outcome indicators:</b> Improvement in the provision of police assistance to the victims and witnesses of GBV</p> <p>Overall consistent and strategic response to address GBV through better coordination</p> <p>Policies and programmes are better informed through data and research</p> <p>Non-state actors are better able to respond to addressing GBV, through an integrated approach</p>	<ul style="list-style-type: none"> <li>✓ Reduced domestic violence in police families through training and awareness raising</li> <li>✓ Increase in no GBV cases reported to police</li> <li>✓ Trust in police in responding to GBV increased through facilitated police-civil society dialogues</li> </ul>	<p>5.1 Map ongoing trainings and identify training gaps for the police cadres on addressing GBV</p> <p>5.2 Develop targeted training packages for the police</p> <p>5.3 Conduct trainings for the police at the national/provincial level</p> <p>5.4 Develop awareness raising kits on GBV for the police officers and their families</p> <p>5.5 Research and assessment of police structures and operations</p> <p>5.6 Identify NGOs and CBOs working in the area of GBV prevention and response</p> <p>5.7 Provide skills trainings and support to the NGOs, CBOs and other informal mechanisms</p> <p>5.8 Facilitate interface and dialogues between the police and the informal response structures</p>	<p>UNDP</p> <p>FSVAC, RPNGC</p>	<p>GBV advisor (funded from global BCPR programme)</p> <p>Gender Analyst \$40,000</p> <p>Training packages \$100,000</p> <p>Trainings \$70,000</p> <p>Small Grants \$50,000</p> <p>Dialogues and consultations \$100,000</p> <p>Programme Assistant \$15,000</p> <p>M &amp; E \$10,000</p> <p><b>(subtotal: 385,000)</b></p>	<p>GBV advisor (funded from global BCPR programme)</p> <p>Gender Analyst 40,000</p> <p>Trainings \$100,000</p> <p>Small Grants \$20,000</p> <p>Contract to IO \$100,000</p> <p>Counseling services for men \$50,000</p> <p>Programme Assistant \$15,000</p> <p>M &amp; E \$20,000</p> <p><b>(subtotal: 345,000)</b></p>
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<p><b>Output 6 Disaster Risk Reduction: Disaster risk assessed and mapped nationally and in three high risk provinces to guide disaster risk reduction activities</b></p> <p>Related outcome indicators: Communities able to prevent, prepare and respond to impacts of natural disasters and crisis</p> <p>Improved awareness on vulnerabilities and to risk reduction</p>	<ul style="list-style-type: none"> <li>✓ National risk assessment completed, focus on three high risk provinces</li> <li>✓ Guidelines prepared for PDCs and accepted by NDC.</li> <li>✓ Provincial consultation workshops conducted for three provinces.</li> <li>✓ Basic awareness building products developed and tested with Councils of Chiefs and Elders.</li> <li>✓ National DRM Conference convened.</li> </ul>	<p>See also Outputs 1. and 2. For detailed assessment processes and advocacy programs.</p> <p>6.1 Review and assess existing legislation and in close consultation with PDCs, prepare SOPs and basic Guidelines for Provincial Disaster Committees. Launch PDC Guidelines at National DRM Conference.</p> <p>6.2 Conduct Provincial and community consultation workshops in all three high risk Provinces with special emphasis on women's role in disasters, leadership and other vulnerable segments of communities.</p> <p>6.3 Prepare and test the use of introductory DRM awareness-building tools such as DVDs, printed matter, radio broadcasts etc. for Councils of Elders and Chiefs.</p> <p>6.4 Training conducted in three high risk provinces to strengthen capacity in PDCs and other local stakeholders including communities (disaster preparedness, field coordination in disasters, early recovery planning, and community early warning).</p> <p>6.5 Design, develop and implement first National DRM Conference. A primary objective will be to ascertain the demand for a</p>	<p>NDC/PDC/ UNDP CO</p>	<p>Senior National Disaster Risk Advisor \$180,000</p> <p>National Disaster Risk Reduction Specialists \$80,000</p> <p>Meeting costs and Travel \$25,000</p> <p>Training packages and facilitators for DRM training exercises \$15,000</p> <p>DRM Conference \$ 25,000</p> <p>Project initiation workshop \$15,000</p> <p>Disaster risk and hazard assessment \$50,000</p> <p><b>(subtotal: \$390,000)</b></p>	<p>Senior National Disaster Risk Advisor \$180,000</p> <p>Meeting costs and Travel - \$25,000</p> <p>Media production, printing and distribution costs for three provinces in English and pigeon \$10,000</p> <p>Disaster risk and hazard assessment \$50,000</p> <p><b>(subtotal: \$265,000)</b></p>
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		<p>National Disaster Risk Management Plan for PNG and to identify priorities.</p> <p>6.6 Knowledge management strategy developed to a) guide a systematic collection of lessons learned from the Asia Pacific region and made available to all stakeholders b) prepare and distribute priority knowledge products Prepare and conduct workshop for project initiation</p> <p>6.7 Design a program for donor support on curriculum development to mainstream disaster risk reduction.</p>			
<p>Output 7. <b>Disaster Risk Reduction : Community and sub-national level disaster management organizations strengthened</b></p> <p>Related outcome indicators: Provinces able to prepare and implement a comprehensive approach to disaster preparedness,</p>	<ul style="list-style-type: none"> <li>✓ Consultation strategy effectively reaches communities.</li> <li>✓ Pool of surge advisors and personnel established.</li> <li>✓ Community disaster risk management plans developed and supported in 30-40 communities.</li> <li>✓ Two Provincial</li> </ul>	<p>7.1 Prepare consultation strategy to solicit inputs to a provincial disaster management plan from district and community leaders and relevant community-based organizations.</p> <p>7.2 In conjunction with basic DRR training delivered to provincial authorities and other stakeholders, begin establishing a roster or pool of disaster responders that can be deployed in the event of a disaster in other provinces.</p> <p>7.3 Select 15-20 most at risk communities in two provinces and support CBDRM plan preparation and provide seed funding as appropriate</p>	<p>Oro Province Provincial Administration/UNDP CO, Autonomous Bougainville Government, Oro Province Provincial Disaster Committee.</p>	<p>Disaster Reduction and Capacity Development Advisor 1 year \$120,000</p> <p>Early Recovery Specialist 1 year, \$80,000</p> <p>Information Management Specialist 1 year, \$80,000</p> <p>Early recovery training activities for Community based disaster</p>	<p>Meeting Costs and Travel \$30,000</p> <p>Seed funding for CBDRM \$35,000</p> <p>Mapping of effective local coping mechanisms at the community level \$ 15000</p> <p><b>(subtotal: \$80,000)</b></p>

<p>response and recovery</p> <p>National level capacities strengthened to provide training and awareness building to all high risk provinces</p>	<p>Disaster Risk Management Plans prepared.</p> <ul style="list-style-type: none"> <li>✓ ER Framework finalized in Northern Province, and basic ER Guideline document developed from this experience.</li> <li>✓ Two provincial contingency plans developed.</li> <li>✓ AusAID becomes a significant partner in DRM.</li> <li>✓ UNDP Pacific Centre is a key country office partner.</li> </ul>	<p>7.4 Conduct a mapping exercise of local coping mechanisms to get a fuller understanding of its potential for DRR</p> <p>7.5 Utilize consultation workshops in activity 6.2 to develop community and provincial DRM plan structure and priorities. Draft community and provincial plans in two high risk provinces.</p> <p>7.6 Contingency plans developed for two provinces, in close collaboration with OCHA.</p> <p>7.7 Develop community specific requirements where necessary for DRM planning (e.g. conduct an analysis of the atolls development program and assist the AGB with designing a comprehensive resettlement program).</p> <p>7.8 Finalization of the ER Framework for Oro Province and implementation of priority early recovery actions. A description of the methodology, the intentions of the ER framework developed for future use elsewhere, (ER Guideline for PNG).</p> <p>7.9 Maintain close collaboration with AusAID projects in other provinces, conduct regular meetings and updates to share common tools and experiences.</p>		<p>risk management (CBDRM) - \$20,000.</p> <p>Seed funding for CBDRM – \$100,000</p> <p>Consultation, communication and workshop costs \$ 25,000</p> <p><b>(subtotal: \$425,000)</b></p>	
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		7.10 Foster closer working relationship for DRR with the Pacific Centre and the Country Office.			
<b>Total</b>				<b>US\$ 2,265,000</b>	<b>US\$ 1,935,000</b>
<b>Total</b>				<b>US\$ 4,200,000</b>	

## Management arrangements, Monitoring & Evaluation and legal context

With full support of the host Government, the UN system in Papua New Guinea has embarked on a series of innovative reform initiatives. As part of the reform process the UN has developed One UN Country Programme (2008-2012) called 'A partnership for nation building', which was subsequently operationalized in a common country programme action plan (CPAP) called the UNCP Action Plan(2008-2012). The UNCP Action Plan is legally binding for the three resident ExCom Agencies in Papua New Guinea, whereas the Participating Agencies (resident and non-resident) remain governed by their own legal agreements with the Government of Papua New Guinea. The Head of UN Agencies signed the UNCP Action Plan with the Department of National Planning and Monitoring (DNPM), which functions as the Government Coordinating Authority.

The UNCP Action Plan outlines the legal framework, the partnership strategy, the M&E framework, the programme approach and the management arrangements for 5 key areas of support that are further specified by defining 16 intermediate outcomes. For each of the 16 intermediate outcomes an in-depth substantive analysis is described in a 5-Year Strategic Plan. The 5-year Strategic Plan also describes how the outputs will contribute to the achievement of the intermediate outcome. A framework with all intermediate outcomes and outputs are presented in the UNCP Action Plan. <sup>3</sup> The UNCT has hired a fulltime M&E officer to support the implementation of the M&E framework as outlined in the UNCP Action Plan. This officer reports to the Resident Coordinator.

The intermediate outcomes and the outputs are operationalized into Annual Work Plans which are signed by 'Implementing Partners' (mostly Government departments or statutory bodies) and an ExCom Agency (on behalf of a larger multi agency task team). The Implementing Partner assumes responsibility for the appropriate use of resources and the achievement of results, whereas the multi-agency task teams coordinates capacity development initiatives and assurance activities including programme assurance (as per the Harmonized Approach to Cash Transfer).

The Implementing Partner reports quarterly on the progress made towards achieving results, including financial progress (using FACE forms). This report is submitted to the AWP Steering

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<sup>3</sup> From the UNCP Action Plan: "The Results and Resources Framework (RRF) is an integral part of the UNCP Action Plan and constitutes the foundation of the M&E Framework for the UNCP. It outlines all Outcomes, Intermediate Outcomes, the outputs and respective targets and indicators, including those formulated to monitor the contribution to nation building. The M&E Framework will use tools like research, base- and end-lines surveys, information systems (e.g. PNGInfo), consultative reviews, community-based monitoring and evaluation, as well as field and technical backstopping visits. The UN Task Teams and the Heads of Lead Agencies (the ExCom Agency that signs the AWP together with the Implementing Partner) will be responsible for ensuring regular monitoring and evaluation of the UNCP Action Plan activities as outlined in the AWP that oversee the Intermediate Outcomes. In cooperation with partners and donors, the UN will execute joint monitoring. For this purpose, field visits will be undertaken on a regular basis to recognise achievements and challenges against AWP, which will be documented in quarterly progress reports and annual reports by each Task Team Leader in close collaboration with the respective Technical Working Groups. Additional monitoring instruments that are expected to be used by the Task Teams, include regular Government surveys, sector baseline surveys, national and provincial studies, independent assessments, as well as data management systems, such as a grant management system and PNGInfo. As per the above, the AWP constitutes the primary instrument for Intermediate Outcome monitoring and includes a monitoring tool for this purpose (see Annex 3). The AWP is reported upon every quarter, and this Quarterly Progress Report (QRP) is discussed with the Technical Working Group and submitted for endorsement to the AWP Steering Committee. An annual progress report per Intermediate Outcome will replace the quarterly report for the last quarter of each year."

Committee, which is made up of a senior representative of the Implementing Partner, the UN, the donor(s), the DNPM and other relevant stakeholders. The multi-agency Task Teams strategically support the programme intervention, conduct assurance activities and report these and other strategic information on a quarterly basis to the UN Country Team. Each quarter all the reports are consolidated into one and the UN Country Team together with all the Task Team Leaders substantively review and discuss overall progress of all 16 intermediate outcomes.

Formal, independent evaluations will be commissioned at the end of the programme by UNDP together with government partners. A lighter midterm evaluation will be conducted aimed at providing a more detailed assessment of what is working and why than is possible through the analysis of monitoring data, and which will support decision making on programming focus. The final evaluation will consider the degree to which the different programmatic objectives were achieved, UNDP’s strategic contribution to relevant national peace building and development goals, and collate lessons learned and good practices to inform future programming in PNG and elsewhere.

The overall legal framework and the relevant management arrangements as outlined in the UNCP Action Plan apply unaltered to the Nation Building for Crisis Prevention- programme. This programme will be implemented as an integral part of the above mentioned arrangements. The development results as identified in the results and resources framework for this programme will be integrated into the existing results and resources framework attached to the UNCP Action Plan and will be reported upon accordingly.

This integration may mean that the programme will be supported by a number of Task Teams (since the aims of the programme support a number of intermediate outcomes), including

- Crisis Prevention & Recovery
- Gender
- Disaster Management

Given the close involvement of the GoPNG, other UN agencies as well as development partners, the details of this integration will have to be worked out in due course following a process of consultation. The result statements and indicators of the “Nation Building through Crisis Prevention Programme” that are listed in the above RRF may therefore need to undergo minor changes, probably of a semantic nature, during these consultations.

Guiding principles for these upcoming discussions with Government of PNG are provided in the below quality management for results matrix:

<b>OUTPUT 1: Consolidated assessments developed in three provinces and process institutionalized</b>		
<b>Activity Result</b>	Three provincial level consolidated assessments completed	
<b>Description</b>	In collaboration with implementing partner undertake the development of the methodology and process and implement it.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Availability of the following: - Demographic profile and Sex disaggregated data	- Analytical reports for three provinces produced	Second quarter (Year 1) Third Quarter (Year 1)

<ul style="list-style-type: none"> <li>- Small arms and threat perception data</li> <li>- Conflict drivers and peace connectors data</li> <li>- Historical data on disasters</li> <li>- Hazard mapping</li> <li>- Vulnerability assessments</li> <li>- Data on deaths and injuries</li> <li>- Historical disaster info</li> <li>- Gender analysis</li> <li>- Root causes of gender violence</li> <li>- Youth perceptions on violence</li> <li>- Attitudes of boys and men towards GBV</li> <li>- Data on victims and perpetrators</li> </ul>	<ul style="list-style-type: none"> <li>- Data used for advocacy and awareness raising</li> <li>- Data utilized by the UNCT for programming</li> <li>- Demand for methodology and data</li> </ul>	
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<b>OUTPUT 2: Common advocacy and awareness raising campaign developed and implemented</b>		
<b>Activity Result</b>	Greater awareness and sensitivity on GBV, Disaster Risk Reduction and Community Security	
<b>Description</b>	Formulation of advocacy notes for policy dialogue and development of a communications strategy incorporating traditional and non-traditional mediums of communication	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
✓ Advocacy material and policy notes produced to raise awareness and influence policy on GBV, disaster preparedness and peace building and community security Lessons learnt products developed and shared with other crisis countries	<ul style="list-style-type: none"> <li>- Perception survey on awareness on GBV and Small Arms</li> <li>- Demand for experience sharing from other Cos</li> </ul>	Fourth Quarter (Year 1 and 2)

<b>OUTPUT 3: Developing local capacities to enhance nation building and social cohesion</b>		
<b>Activity Result</b>	Improvement of individual and community perceptions of peace and safety and security Increase number of community level conflicts resolved peacefully through mediation and informal dispute resolutions	
<b>Description</b>	Developing a critical mass of trainers and through them reaching grassroots organizations working on social cohesion issues	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>

<i>how/with what indicators the quality of the activity result will be measured?</i>	<i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>✓ 30 organizations provided grants to increase social cohesion (30% women's organizations)</li> <li>- Pool of 45 trainers established (50% female trainers)</li> <li>- Three provincial level peace building networks established</li> <li>- Peace building skills package developed</li> </ul>	<ul style="list-style-type: none"> <li>- Demand for trainers and peace building packages</li> <li>- No of local level conflicts solved by local organizations</li> <li>- Perception survey on local conflict and comparison with baseline</li> </ul>	Third quarter (year 2)

**OUTPUT 4: National and provincial-level strategies for community security and small arms control developed**

<b>Activity Result</b>	Improvement of individual and community perceptions of peace and safety and security Improved public awareness of the risks posed by firearms and reduced violence involving firearms	
<b>Description</b>	Establish national/provincial steering committees/councils and create partnerships for engaging in E. Highlands and support the further development of civil society networks on gun control and violence reduction	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>- National and provincial steering committees established with 30% participation from women</li> <li>- National strategy on SALW and community security developed</li> <li>- Bougainville strategy on SALW and community security developed</li> </ul>	<ul style="list-style-type: none"> <li>- Perception survey and comparison with baseline</li> <li>- Reduction of small arms use, measures comparing crime statistics from police with baseline</li> <li>- Reduction in no of deaths related to small arms measured using hospital statistics</li> </ul>	Quarter 3 (year 2)

**OUTPUT 5: Formal and informal agencies are better equipped to collaborate and respond to GBV**

<b>Activity Result</b>	Improvement in the provision of police assistance to the victims and witnesses of GBV Overall consistent and strategic response to address GBV through better coordination Policies and programmes are better informed through data and research
<b>Description</b>	Work with the police to increase awareness on GBV and strengthen their capacity to respond to GBV incidents. Undertake research on

GBV data gaps.		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>- Reduced domestic violence in police families through training and awareness raising</li> <li>- Increase in no GBV cases reported to police</li> <li>- Trust in police in responding to GBV increased through facilitated police-civil society dialogues</li> </ul>	<ul style="list-style-type: none"> <li>- Annual qualitative progress review with project stakeholders and focus group discussions with policy-makers</li> <li>- Perception survey with victims on police response</li> <li>- Demand for training from other provinces</li> </ul>	Third Quarter (Year 2)

**OUTPUT 6: Disaster risk assessed and mapped nationally and in nine high risk provinces to guide disaster risk reduction activities**

<b>Activity Result</b>	Communities able to prevent, prepare and respond to impacts of natural disasters and crisis Improved awareness on vulnerabilities and to risk reduction	
<b>Description</b>	Review and assess existing legislation and in close consultation with PDCs, prepare SOPs and basic Guidelines for Provincial Disaster Committees. Launch PDC Guidelines at National DRM Conference Conduct Provincial consultation workshops in all nine high risk Provinces with special emphasis on women's role in disasters, leadership and other vulnerable segments of communities.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>- National risk assessment completed, focus on nine high risk provinces</li> <li>- Guidelines prepared for PDCs and accepted by NDC.</li> <li>- Basic awareness building media developed and tested with Councils of chiefs and Elders.</li> <li>- National DRM Conference convened.</li> </ul>	<ul style="list-style-type: none"> <li>- Demand for assessment risks</li> <li>- Use of risk assessments in development planning</li> <li>- Increased awareness and preparedness for disasters</li> </ul>	Third Quarter (Year 1 and 2)

**OUTPUT 7: Sub-national level disaster management organizations strengthened**

<b>Activity Result</b>	Provinces able to prepare and implement a comprehensive approach to disaster preparedness, response and recovery National level capacities strengthened to provide training and awareness building to all high risk provinces
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<b>Description</b>	Prepare consultation strategy to solicit inputs to a provincial disaster management plan from district and community leaders and relevant community-based organizations. Contingency plans developed for two provinces. Develop province-specific requirements for planning and development (e.g. conduct an analysis of the atolls development program and assist the AGB with designing a comprehensive resettlement program)	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>- Pool of surge advisors and personnel established with guaranteed payment if deployed.</li> <li>- Two provincial Disaster Risk Management Plans prepared.</li> <li>- ER Framework finalized in Northern Province, and basic ER Guideline document developed from this experience.</li> <li>- Two provincial contingency plans developed.</li> </ul>	<ul style="list-style-type: none"> <li>- Response rate on disaster simulations</li> <li>- Demand and awareness on the disaster management plans</li> <li>- Demand for ER guidelines and usage during disasters</li> </ul>	Third Quarter (Year 1 and 2)

**Annex 1**  
**Terms of Reference: Peace Building Advisor**

Duration: 1 year

Level:

Reporting to:

Location:

**Summary of Key Functions:**

- ❑ Manage all aspects related to the CDA process and ensure the formulation of timely and quality CDAs for the three provinces
- ❑ Scoping and formulation of new initiatives on peace building and provision of policy advisory services to senior management
- ❑ Implementation and quality assurance of the peace building component of the Nation Building programme
- ❑ Developing strategic partnerships and resource mobilization for peace building

**Function/Key results expected**

1. Function as the task **manager for the Consolidated Development Analysis**

- ❑ Provide substantive inputs and guidance for the design of the CDA including methodology, analytical framework, development of quantitative and qualitative surveys etc.
- ❑ Ensure that the process and the lessons learned from the CDA are captured and institutionalized in DWU as well as disseminated widely in UNDP.

- ❑ In collaboration with the Coordinator from the Divine Word University (DWU), manage all administrative tasks associated with the recruitment and sourcing of key technical inputs for the CDA process.
  - ❑ Ensure that the funding for the various components of the CDA process is released in a timely and expeditious manner.
  - ❑ Provide support to identify, contract and train facilitation teams and enumerators for the CDA process.
  - ❑ Report to and seek advice from the Project Board on issues that arise from undertaking the CDA analysis, ensuring that UNDP's main government counterparts at the national and sub national level are informed of the progress of the project.
  - ❑ Ensure timely information sharing and sourcing of technical support from BCPR and the Pacific Sub-regional Centre.
2. **Scoping and formulation of programme strategies** and advisory services on peace building:
- ❑ Undertake thorough analysis of the political, social and economic situation in the country and prepare substantive inputs for programming processes, advocacy and other documents in the areas of conflict prevention and peace building.
  - ❑ Mainstreaming Conflict Prevention into UNDP programming, including ensuring conflict sensitivity of governance and environment portfolio
  - ❑ Scoping of new initiatives arising from the implementation of Nation Building programme, as well as other emerging entry points
  - ❑ Identification and synthesis of best practices and lessons learnt directly linked to programme country policy goals.
  - ❑ Sound contributions to knowledge networks and communities of practice.
3. Ensures effective management of the **peace building component of the Nation Building Programme by** focusing on quality control and achieving results:
- ❑ Manage the peace building component of the programme by providing oversight and technical inputs.
  - ❑ Financial and substantive monitoring of the peace building component of the programme and identification of operational and financial problems and development of solutions.
  - ❑ Evaluation of impact and analysis of the programme environment and timely readjustments in portfolio.
  - ❑ Ensure conflict sensitive implementation of the GBV and DRR pillar of the Nation Building programme
4. Ensures **creation of strategic partnerships and mobilization of resources** focusing on achievement of the following results:
- ❑ Development of partnerships with the UN Agencies, IFI's, government institutions, bi-lateral and multi-lateral donors, private sector, civil society with a specific focus on peace building based on strategic goals of UNDP, country needs and donor priorities.
  - ❑ Analysis and research of information on donors, preparation of substantive briefs on possible areas of cooperation, identification of opportunities for initiation of new projects, active contribution to the overall office effort in resource mobilization.

**Corporate Competencies:**

- ❑ Demonstrates integrity by modeling the UN's values and ethical standards
- ❑ Promotes the vision, mission, and strategic goals of UNDP
- ❑ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- ❑ Treats all people fairly without favoritism

### **Functional Competencies:**

#### ***Knowledge Management and Learning***

- ❑ Promotes a knowledge sharing and learning culture in the office
- ❑ In-depth knowledge on development issues
- ❑ Ability to advocate and provide policy advice
- ❑ Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

#### ***Development and Operational Effectiveness***

- ❑ Ability to lead strategic planning, results-based management and reporting
- ❑ Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources
- ❑ Strong IT skills
- ❑ Ability to lead implementation of new systems (business side), and affect staff behavioral/ attitudinal change

#### ***Management and Leadership***

- ❑ Focuses on impact and result for the client and responds positively to feedback
- ❑ Leads teams effectively and shows conflict resolution skills
- ❑ Consistently approaches work with energy and a positive, constructive attitude
- ❑ Demonstrates strong oral and written communication skills
- ❑ Builds strong relationships with clients and external actors
- ❑ Remains calm, in control and good humored even under pressure
- ❑ Demonstrates openness to change and ability to manage complexities

#### **Minimum requirements:**

Education: Master's Degree or equivalent in Peace building/Conflict Prevention, International Relations, Development studies, Political Sciences, Social Sciences or related field.

Work Experience: 7-10 years of post Master's relevant experience at the national or international level in providing programme management, management advisory services, hands-on experience in design, monitoring and evaluation of development projects. Experience in peace and development is required and specific experience in conflict and development analysis would be a added advantage. Experience or exposure in survey and research methodologies would be also preferred. Prior expertise with UN system/UNDP would be preferred

## Annex 2

### Senior Community Security Advisor

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Title of the post:	Senior Community Security Advisor
Duty station:	Papua New Guinea
Duration of appointment:	1 year
Contract:	
Level:	

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#### 1. Background

(To be added by CO)

#### 2. Duties and responsibilities

The Senior Community Security Advisor will provide intellectual and strategic leadership and substantive and technical guidance on community security issues for UNDP PNG and the UN Country Team.

### 3. Tasks

Under administrative supervision of the UNDP Resident Coordinator (and the strategic guidance of the Government of PNG and the Autonomous Government of Bougainville (AGB)), the Senior Community Security Advisor will undertake the following tasks:

- ❑ Assist the Government of PNG and the AGB in the development, implementation, monitoring and verification of comprehensive community security and small arms control strategies.
- ❑ Provide strategic and technical advice on all community security and small arms control matters to the Government of PNG and AGB (through the appropriate Commissions, Working Groups and Steering Committees).
- ❑ Provide strategic and technical advice to the AGB and civil society partners to implement the community security and small arms control programme in Bougainville.
- ❑ Lead the design of baseline assessments on small arms and community security in Bougainville and the Southern Highlands, in cooperation with the Peace and Development Adviser and the Divine Word University.
- ❑ Provide technical advice to design inclusive consultation processes on community security with local government, elders, civil society and other relevant stakeholders, with a view to developing community security plans.
- ❑ Lead the development of a community security and small arms control programme in the Southern Highlands, in partnership with the Government of PNG.
- ❑ Maintain an overview and inform the Government of PNG and the AGB on all relevant international and regional developments in community security and small arms control.
- ❑ Support the development of knowledge management products (tools, methodologies, reports and briefings) on community security.
- ❑ Support resource mobilization efforts, including assisting in the development of funding proposals and representation to potential donors.
- ❑ Identify synergies with conflict prevention, peace-building, GBV and law and justice sector initiatives within PNG and ensure that, where appropriate, aspects relating to small arms and community security are integrated into these initiatives.
- ❑ Develop substantive small arms and community security inputs into the monitoring, review and updating of the UNDP Common Country Action Plan.

- Perform any other duties as might be required for a successful and well coordinated UNDP response to address the problems of small arms and community insecurity in PNG and AGB.

#### **4. Competencies**

Corporate Competencies:

- Good knowledge of UNDP/UN rules, regulations, policies, procedures and practices
- Good understanding of UNDP programming modalities, particularly in crisis and post-conflict settings
- Excellent computer/information skills: knowledge of ATLAS is an asset

Functional/Technical Competencies:

- Substantive and technical expertise in one or more of the following issues: Small arms control, armed violence prevention, conflict prevention, DDR, security sector reform, and conflict sensitive programming (conflict analysis)
- Extensive experience of providing policy advice (including report writing) at international level
- Experience of monitoring and evaluation

Behavioural Competencies:

- Strong verbal and written communication and advocacy skills
- Ability to work in a complex environment requiring liaison and collaboration with multiple actors
- Excellent supervisory, team-building, diplomatic and interpersonal skills
- Resourcefulness, initiative and maturity of judgement
- Ability to demonstrate sensitivity, tact and diplomacy
- Excellent analytical, organizational and negotiation skills, especially resource management systems

#### **5. Qualifications and experience**

Education:

- Advanced University Degree in political science, sociology, international relations, anthropology, development studies or other relevant fields

Experience:

- At least 10 years of progressively responsible experience working on small arms, community security and development, including relevant field experience, especially in crisis or post-conflict settings.
- Experience of designing comprehensive community security or armed violence prevention programmes (including small arms control).

Language requirements:

- Excellent oral and written communication skills in English is essential. Working knowledge of other UN official languages would be an asset.

### **Annex 3**

#### **Terms of Reference: Senior GBV Advisor**

Duration: 1 year

Level:

Reporting to:

Location:

**General Context:**

The Eight Point Agenda for gender equality and women's empowerment in crisis prevention and recovery is a core element of UNDP's corporate Gender Equality Strategy (2008-2011). Implementation of this corporate mandate at the country level is a high priority for UNDP. It is within this framework that BDP-Gender and BCPR developed a joint program in a select number of crisis and post-crisis countries that are operating in peace keeping mission settings and with high degrees of gender-based violence and gender-based discrimination and inequalities. Attention and resources of both bureaus will be focused on these countries in close collaboration with the Country Director and Resident Coordinator and the regional bureaus.

The work of the Senior GBV Advisor will be guided by the normative frameworks such as the Convention on the Elimination of All forms of Discrimination against Women (1979), Beijing Declaration and Platform for Action (1995), the UN Security Council Resolution 1325 and 1820 on Women Peace and Security; and the Millennium Development Goals. Under the leadership of the Resident Representative, to whom s/he reports, the Senior GBV Advisor will provide leadership on the gender equality and women's empowerment dimension of UNDP's capacity development activities at the country level. Under the supervision of the Resident Representative, the GBV Advisor will assume leadership for the implementation of a country-wide Gender Equality and Women's Empowerment strategy.

S/he liaises closely with other BCPR specialized and policy units, as well as regional gender advisors, in addressing overall gender and CPR issues and specifically related to addressing GBV, as relevant for the PNG country context.

**Responsibilities:**

Under the direct supervision of the Resident Representative of UNDP, the Senior Gender Advisor will support the country office in the process of integrating a gender and CPR perspective in all programs and policies of the country office. Specifically, the Senior GBV Advisor will:

- Ensure ongoing advice and support to the Resident Representative, other senior management and programme staff on effective implementation of 8PA and the Gender Equality Strategy;
- Further develop and/or implement the GBV thematic pillar within the overall framework of the Nation Building programme;
- Collaborate with other advisors and programme staff to ensure the implementation of gender elements of the other thematic pillars of the Nation Building programme;
- Undertake systematic gender analysis of policy and programme documents including Country Programme instruments and studies to strengthen them from a gender and CPR perspective;
- Lead formulation, support implementation and report on the implementation of the 8PA as an integral part of the country office's overall strategy including

training and guidance to UNDP staff on the implementation of the Eight Points Agenda on Women's Empowerment and Gender Equality in Crisis Prevention and Recovery;

- Advise government counterparts and other relevant stakeholders on the formulation and implementation of gender-sensitive policies, legislations and programs;
- Facilitate the involvement of women's organizations in all aspects of UNDP crisis prevention and recovery programming at the country level and ensure that all information and outreach activities of the country office target and involve both women and men;
- Ensures close liaison and partnerships with UN Country Team with similar purpose of advancing gender equality and effective inter-agency coordination mechanisms, including UNIFEM, DPKO, UNFPA, UNICEF and other UN agencies, as well as with government counterparts, civil society organizations, women's organizations, donor community, inter-governmental agencies and regional organizations;
- Strengthens partnership between UNDP and DPKO around the issues of the 8PA and UN Security Council Resolution 1325;
- Coordinates the country office's inputs and contributions to UN/UNDP statutory reports on Gender equality and women's empowerment in compliance with related international commitments (i.e.: UN Resolution 1325, CEDAW, VAW, MDGs, including documentation of good practices, the preparation of policy papers and guidance notes, etc.);
- Help to put in place at the country office a mechanism to track and monitor progress on gender mainstreaming across all core practice areas and service lines;
- Perform other related duties as required.

### Competencies:

#### **Professionalism:**

- Recognized expert in the field of gender and crisis prevention and recovery, with sound knowledge and professional experience in gender mainstreaming methodologies and programming implementation;
- ability to advise senior management and other senior officials;
- Ability to transform policy recommendations into action plans for implementation;
- Conceptual and strategic ability to analyze and evaluate critical matters pertaining to a broad spectrum of gender-related issues;
- Commitment to implementing the Eight Point Agenda for Gender Equality and Women's Empowerment by ensuring the equal participation and full involvement of women and men;
- Ability to keep abreast of new developments in the field of gender and CPR including maintaining a network of external research and academic institutions working on issues relating to gender and peacekeeping; ability to capture and consolidate good practices and lessons learned.

- Sound political judgment, impartiality, diplomacy and discretion.

**Leadership:**

- Demonstrated ability to provide leadership and initiative for incorporating gender equality principles into substantive work;
- Proven negotiating and managerial skills;
- Excellent leadership skills and ability to motivate a multicultural and mixed men/women team.
- Demonstrated commitment to the goals of achieving the 8PA.

**Communication:**

- Excellent communications skills (written and oral) and strong interpersonal skills;
- Ability to conduct high-level discussions and negotiations in a productive manner with senior management, government officials, representatives of UN agencies, international organizations, civil society groups and experts in related fields;

**Management:**

- Ability to manage a demanding workload in a constantly changing environment;
- Ability to effectively delegate tasks and to supervise staff and consultants.

**Teamwork:**

- Ability to establish and maintain effective working relations with people of diverse backgrounds, cultures with respect for diversity.
- Excellent interpersonal skills and ability to establish and maintain effective partnerships and working relations, both within UNDP, the UN system and external partners;

**Qualifications and Work Experience:****Education:**

- Advanced university degree (Master's degree or equivalent) in development studies, social sciences or related fields.
- A first level university degree with a relevant combination of academic qualifications and experience may be accepted in lieu of the advanced university degree.

**Work Experience:**

- More than 10 years of progressive responsibility in policy advice and programme management experience on gender equality in crisis prevention and recovery situations
- Proven expertise in integrating gender and human rights perspectives into mainstream policies or programs.
- Good knowledge of the UNDP's procedures and operational activities for development.
- Previous experience in UNDP, UN and/or other international agencies is desirable.

- Qualified male candidates are encouraged to apply.

**Languages:**

- Fluency in spoken and written English and/or UN official languages;
- Knowledge of a second official UN language is an advantage and may be required in some duty stations.
- Understanding in a local language may be essential.

## **Annex 4**

### **Terms of Reference: Disaster Reduction Advisor**

Duration: 1 year

Level:

Reporting to:

Location:

**General Context:**

**Responsibilities:**

- Analyses, assesses the socio/economic environment, maintains continuous dialogue with partners to provide development advisory services in the field of disaster reduction, identifying catalytic areas where disaster risk reduction can be integrated and add value to other, ongoing or planned UNDP support interventions
- Analyses context, indicators; proposes UNDP's contribution and drafts policy, documents especially for Country Programme and other strategic documents in the thematic area of disaster reduction, seeking complementarities and mainstreaming into other UNDP practice areas where the Country Office has special interest and/or comparative advantages.
- Proposes content of Strategic Results Framework (SRF) and Results Oriented Annual Report (ROAR) in the thematic area of disaster reduction.
- Collects, compiles and updates/complements existing information on hazards, vulnerabilities and capacities in the country and ensures that this information is taken into consideration in the formulation, negotiation and implementation of UNDP development programmes. Advocates for the same level of utilisation with government agencies and other partners.
- Negotiates, designs and formulates programme and project documents in the thematic area. Advocates for them in local PACs and BCPR's Allocations Committee as necessary. Supports submissions for Trac 1.1.3 and CPR TTF funds, ensuring compliance with rules and regulations.

- Monitors ongoing projects substantively and financially through discussing project work plans, progress and performance; conducting evaluation missions and writing TORs for consultants; organizing tripartite review meetings and writing commentary for TPR reports; proposing direction and solutions in steering committee meetings, visiting project sites to monitor and assess implementation; resolving problems in execution and implementation streamlining relations between national project directors, consultants and executing agencies. Seeks complementarities and integration with ongoing projects in other portfolios.
- Distils and writes lessons learned and good practices and shares them with the CO, the UNCT, BCPR and the CPR Network.
- Contributes to learning and human resource development in the field of disaster reduction. Organises and conducts periodic and special training for UNDP, UN and government staff on disaster reduction policy and practice. Seeks support from DRU, DMTP and other inter-agency mechanisms to ensure coherent and widely accepted approaches.
- Mobilizes cost-sharing resources from the government, donors and other partners to leverage UNDP resources for disaster reduction.
- Steers the UN Disaster Management Team, ensuring its permanent functioning and the formulation, updating and testing of contingency plans, definition of roles and responsibilities and identification of joint disaster preparedness and reduction programmes. Ensures collaboration and coordination with OCHA Regional and or National Disaster Response Advisors as applicable.
- In the event of a disaster, assists the Resident Coordinator/Resident Representative in the formulation of UNDP components in situation reports and appeals and in the design of early recovery frameworks that ensure risk reduction considerations are factored in the rehabilitation and reconstruction programmes. Coordinates the early recovery programmes and mobilises technical and financial resources for critical aspects such as damage assessments, livelihood restoration, housing and built environment.
- Advocates, promotes awareness and understanding of a) UNDP mandate, mission and purpose and focus on Sustainable Human Development with special emphasis on thematic area managed. b) The links and mutually supportive goals and objectives of disaster reduction, sustainable development and the achievement of the Millennium Development Goals.

#### **MINIMUM QUALIFICATIONS:**

##### **Education:**

Advanced university degree (preferably PhD) in social sciences or discipline relevant to disaster reduction with internationally recognised contributions to the theory and practice of disaster reduction through publications and contributions to professional associations and international committees.

##### **Experience:**

Proven record of achievement over 10 years of increasingly responsible experience in planning and managing technical co-operation strategies and relevant advocacy programmes in disaster reduction, emergency response and post-disaster recovery.

Extensive field experience in disaster environments and an in-depth knowledge of issues in the country.

Application of theoretical knowledge in the design, management and evaluation of complex, multi-disciplinary capacity building programmes involving national governments, civil society and international organisations. Well proven analytical and writing skills. Demonstrated abilities and contributions to policy and guideline formulation, resource mobilisation, team building, team leadership and management, preferably in a capacity related to the UN system. Experience in establishing inter-organisational networks and partnerships at the operational level.

## **Annex 5**

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<sup>i</sup> *Cited in* Background documentation for: 61st session of the General Assembly, Item 60(a) on advancement of women. Secretary-General's study on violence against women. Forthcoming as document A/61/122/Add. 1, p. 54). Also cited in UNICEF Papua New Guinea. (2008). *Child Protection Situational Analysis 2008*. Port Moresby: UNICEF, p. 7

<sup>ii</sup> Law Reform Commission (1996) Final Report on Domestic Violence, Report 14. Cited in UNICEF Papua New Guinea. (2008). *Child Protection Situational Analysis 2008*. Port Moresby: UNICEF, p.1.

<sup>iii</sup> Institute of Medical Research study, cited in Amnesty International. (2006). *Papua New Guinea: Violence Against Women: Not Inevitable, Never Acceptable!* Available at: <http://www.amnesty.org/en/library/info/ASA34/002/2006>, p. 5