



**MOWIP PRODOC – 3<sup>rd</sup> PROGRAMMING ROUND (2024)**

**Fiji Ministry of Defence and Veterans Affairs (MoD) & Fiji Police Force (FPF)**

**Part One: Applicant Details**

FUND RECIPIENT <sup>1</sup>		AUTHORISED SIGNATORY <sup>2</sup>	
<b>Organisation Name</b>	Fijian Ministry of Defence and Veterans Affairs (MoD)	<b>Organisation Name</b>	Government of the Republic of Fiji
<b>Organisation Address</b>	Physical: 26 Gladstone Road, 2nd Floor, New Wing, Government Buildings, Suva, Fiji Postal: PO Box 2349, Government Buildings, Suva, Fiji	<b>Organisation Address</b>	Physical: 26 Gladstone Road, 2nd Floor, New Wing, Government Buildings, Suva, Fiji Postal: PO Box 2349, Government Buildings, Suva, Fiji
<b>First and LAST NAME</b>	Mr Mason SMITH	<b>First and LAST NAME</b>	Hon Filimoni VOSAROGO
<b>Position / Rank / Title</b>	Permanent Secretary for Defence and Veterans Affairs	<b>Position / Rank / Title</b>	Acting Minister for Defence and Veterans Affairs
<b>Signature and seal</b>		<b>Signature and seal</b>	
<b>Date of Signature</b>	26/04/25	<b>Date of Signature</b>	28/04/25
<b>Email: Official</b>	<a href="mailto:mason.smith@homeaffairs.gov.fj">mason.smith@homeaffairs.gov.fj</a>	<b>Email: Official</b>	<a href="mailto:ledua.lacabuka@govnet.gov.fj">ledua.lacabuka@govnet.gov.fj</a> (Ms Ledua Ciriduadua, Senior Secretary, Minister's Office)
<b>Email: Other</b>	<a href="mailto:2enuku@gmail.com">2enuku@gmail.com</a>	<b>Email: Other</b>	<a href="mailto:duaciri77@gmail.com">duaciri77@gmail.com</a>
<b>Address</b>	N/A	<b>Address</b>	N/A
<b>Telephone Number</b>	Ph: +679 321 1754   +679 321 1706 Mob: +679 998 0522	<b>Telephone Number</b>	Ph: +679 321 1616 Mob: +679 990 6316
<b>AUTHORISED SIGNATORY<sup>2</sup></b>		<b>IMPLEMENTING PARTNER/S<sup>3</sup></b>	

**EIF Fund Recipient:** can be either a **National Government**, and therefore the implementing entity, or a **PUNO** (participating UN organisation) which includes United Nations Agencies, Funds, Programs (AFP) and United Nations missions, also an implementing entity.

- T/PCC as fund recipient: project focal point is to sign this section.
- PUNO as fund recipient: UN Agency project focal point is to sign this section.

**Authorised Signatory:**

- Where a T/PCC is the fund recipient, the Defence Force Chief / Minister of Defence / Police Commissioner / Minister of Interior must sign this section. Signing this document includes agreement to support the EIF to undergo the HACT and HRDDP (page 2)
- Where a PUNO is the fund recipient, the UN Country Head must sign this section.
- Where a UN mission is the fund recipient, the Head of Mission/Force Commander/Director of Mission Support must sign this section.

An **implementing partner** is a partner organisation that will implement activities as per the signed project document (PRODOC) under the financial and programmatic responsibility of either a: (i) PUNO or (ii) the national government through which they receive funds. An implementing partner can be a T/PCC or CSO.

<b>Organisation Name</b>	Fiji Police Force (FPF)	<b>Implementing Partner</b>	Ethos CRS
<b>Organisation Address</b>	Physical: FPF Headquarters, Vinod Patel Building, Ratu Dovi Road, Laucala Beach, Suva, Fiji Postal: PO Box 239, Suva, Fiji	<b>Organisation Address</b>	Physical: 86 Northbourne Ave, Braddon, Canberra ACT, 2612 Postal: PO Box 398, Dickson ACT, Australia, 2602
<b>First and LAST NAME</b>	Mr Aporosa LUTUNGA	<b>First and LAST NAME</b>	Jacqueline MENYHART
<b>Position / Rank / Title</b>	Assistant Commissioner of Police	<b>Position / Rank / Title</b>	Chief Executive Officer
<b>Signature and seal</b>		<b>Signature and seal</b>	
<b>Date of Signature</b>	29/04/25	<b>Date of Signature</b>	
<b>Email: Official</b>	<a href="mailto:lutunaga@gmail.com">lutunaga@gmail.com</a>	<b>Email: Official</b>	<a href="mailto:jacqueline.menyhart@ethoscrs.com.au">jacqueline.menyhart@ethoscrs.com.au</a>
<b>Email: Other</b>	N/A	<b>Email: Other</b>	<a href="mailto:genderbarrierassessment@ethoscrs.com.au">genderbarrierassessment@ethoscrs.com.au</a>
<b>Address</b>	N/A	<b>Address</b>	N/A
<b>Telephone Number</b>	Ph: N/A Mob: +679 990 5813	<b>Telephone Number</b>	Ph: +61 2 6247 2225 Mob: N/A

<b>Project duration:</b> <i>The maximum term for a MOWIP project is 2 years</i>	12 months	<b>Total Budget Requested in US\$</b>	<b>\$ 261,567.99</b>
--	-----------	---------------------------------------	----------------------

<b>Harmonized Approach to Cash Transfers (HACT), and Human Rights Due Diligence Policy (HRDDP) requirements.</b> Please tick each box to acknowledge the requirement to support the EIF to undergo each of the following:			
Agree to the HACT requirements, as explained in the <a href="#">EIF Operations Manual</a> – Section 8.8	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	
Agree to the HRDDP requirements, as explained in the <a href="#">EIF Operations Manual</a> – Section 8.7	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	

<b>HRDDP and HACT:</b> Following the conduct of the HACT and HRDDP assessments, please describe the key actions and mitigating measures that the T/PCC has agreed to undertake.
<b>HRDDP: Overall Risk Rating is low.</b> The HRDDP assessment was conducted by an expert advisor recruited by EIF as an independent international individual consultant. The overall risk rating has been considered low due to the nature of the project engagement i.e. the conduct of the MOWIP Barrier Assessment. However, certain factors that may potentially cause concerns for project implementation require due attention and must be mitigated as follows: <ul style="list-style-type: none"> <li>- Any risk of perception of bias in the conduct of the MOWIP assessment, or risk of reprisals against any member of the FPF for participating in the study is mitigated overall through public announcement made by the FPF leadership</li> </ul>

to all personnel clearly stating the intention of the study and its anticipated benefits. FPF will also identify a focal point to receive complaints against any reprisals that will be confidentially communicated during interviews to the participating FPF personnel to seek relief. FPF will inform EIF of any such concerns raised within a week.

- Any risk of misinterpretation or hurting cultural and other traditional rules of engagement with personnel in FPF by Research Partner will be mitigated by a cultural sensitivity briefing provided by FPF Working Group to the members of the Research Partner Team conducting interviews.
- Any risk of unlawful detainment or violation of security protocols by Research Team and its enumerators at locations designated for data collection, will be mitigated by FPF Working Group facilitating entry to all FPF relevant locations and ensuring location briefing for all research team members including enumerators.
- Any risk of violation of confidentiality requirements for the participants of the MOWIP assessment, will be mitigated through FPF working group ensuring the availability of quiet and comfortable interview spaces where respondents feel comfortable to respond to all interviews. Additionally, confidentiality requirements are already mitigated through the project’s confidentiality requirement and data management standards between Research partner and Cornell University’s GSS Lab.

**HACT: Overall Risk Rating is low.**

A full Harmonised Approach to Cash Transactions (HACT) assessment was conducted by a competent entity contracted by the EIF. The overall risk assessment remains low; however, certain best practices are required to be adopted to mitigate any financial management concerns such as:

- The lack of an Anti - Fraud and Anti – corruption Policy which is mitigated through action to be taken on behalf of the Ministry of Defence and Veteran Affairs to develop such policy by mid-project.
- The weakness over bank reconciliation of financial expenses has been noted by the Ministry and has already undertaken immediate steps to mitigate this oversight role by assigning the Accounts Team responsible to put in place a Bank Reconciliation Process through necessary forms and sign off from appropriate officers. Additionally, for this specific project-based oversight, the contract between the Ministry and the Research Partner has already stipulated the necessary invoicing and expense reconciliation verification process for Quarterly and Annual Reporting to the EIF.

The weakness in payment approval process and follow up on past audit finding recommendations have also been immediately actioned by the Finance Department and an update will be shared with the EIF by mid – project.

**Elsie Initiative Fund Results Framework:** Indicate the **Primary Outcome** that this project will contribute to (tick one box only):

<input checked="" type="checkbox"/> <b>Outcome 1:</b> Expanded country specific knowledge of barriers to deployment of women peacekeepers to United Nations peace operations.	<input type="checkbox"/> <b>Outcome 2:</b> Increased meaningful deployment of uniformed women peacekeepers to United Nations peace operations.
---	--

**Participating United Nations Organizations** who are the main funding beneficiary will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each PUNO in accordance with its own regulations, rules, directives and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the Fund’s account. This separate ledger account shall be administered by each PUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the PUNO.

N/A

## Part Two: MOWIP Project Summary

<b>Title of your Project</b>
Understanding the barriers to uniformed women's meaningful participation in the FPF, with a focus on peace operations
<b>Project Summary – description and objectives:</b> <i>Provide a short summary of your project.</i> <ul style="list-style-type: none"><li>- <i>What are the key objectives the project aims to achieve?</i></li><li>- <i>What partnerships already exist to support your organization to increase uniformed women's meaningful participation in UN peacekeeping?</i></li><li>- <i>What partnerships will the project involve? I.e., Civil Society Organisations (CSO); Research Institutions; Ministries, UN Organisations?</i></li></ul>
<p>This project involves an exploration of the barriers to uniformed women's meaningful participation in peace operations and the FPF more broadly, using the Measuring Opportunities for Women in Peace Operations (MOWIP) methodology developed by the Geneva Centre for Security Sector Governance (DCAF). Through this project, the FPF will increase its understanding of the practical, cultural, and structural barriers to and enablers of women's meaningful participation in peace operations and the FPF more broadly. This will enable the FPF to take evidence-informed action to dismantle barriers and leverage identified opportunities in the pursuit of an inclusive police force, that promotes peace and security.</p> <p>The delivery of this project will be coordinated by MoD, in close partnership with FPF. MoD and FPF both report to the Minister of Defence and Veteran Affairs, and have a long history of working together, with the former providing strategic civilian-led policy advice on defence, policing, and security matters and the latter fulfilling operational policing functions. With the Republic of Fiji Military Forces (RFMF) also undertaking a barrier assessment in parallel and in accordance with the MOWIP methodology, the two disciplined forces will exchange lessons and share resources to support the success of both projects. Further, the Ministry of Women, Children, and Social Protection (MWCSP) is aware of this project, and has expressed its support to both security institutions in realising policy recommendations from both studies.</p> <p>An independent assessment partner will conduct core research tasks in accordance with the MOWIP methodology, as detailed in Annex A. The assessment partner was identified through a robust and open selection process that involved MoD, FPF, RFMF, and MWCSP. The team is comprised of nine members of Australian-based company Ethos CRS, and is led by Ms Ren Hunter and Dr Elizabeth St George, whose credentials are described in Annex A. Through Partnership Model A, the project team will also have access to substantial technical and data processing support from Cornell University. In addition, the MOWIP BA are targets to be achieved by Fiji's First Women, Peace and Security Action Plan (WPS AP), detailed in Annex H. The findings of the MOWIP BA and its final recommendations will be discussed among the representatives of the government, civil society and other international and national organisations that are currently supporting the development and implementation of the overall WPS AP.</p>
<b>Linkages with national security sector reform (SSR) and governance.</b> <ul style="list-style-type: none"><li>- <i>How is this project aligned with institutional action plans or gender policies, legal commitments or a national action plan on Women, Peace, and Security?</i></li><li>- <i>What high-level actions and commitment will your security institution take to address the MOWIP recommendations and outcomes?</i></li><li>- <i>How will the MOWIP report's results inform national security sector reform policy?</i></li></ul>
<p>The FPF recognises that women's meaningful participation across all ranks and roles and in peace operations is crucial for its ability to deliver a safe, secure, and prosperous nation, region, and world. In 2023, Acting Assistant Commissioner of Police Meli Sateki noted that "diverse perspectives bring about a stronger and more effective police force. By increasing women's representation within the Fiji Police Force, we not only promote gender equality but also strengthen our ability to serve and protect all members of the community."</p>

The FPF’s commitment aligns to national and regional instruments, as well as international instruments to which Fiji is a party, including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the Beijing Declaration. Fiji is committed to non-discrimination and gender equity in all spheres of life, as enshrined in the Constitution, outlined in the [National Gender Policy](#), and reaffirmed in the [2050 Blue Pacific Strategy and Revitalised Pacific Leaders Gender Equity Declaration](#). [Fiji’s National Gender Policy](#) includes a commitment to “implement gender mainstreaming and the leadership of women and young women in conflict prevention and management, in political decision-making, in peace building and in peacekeeping.”

To ensure that the findings of the FPF barrier assessment are embraced and acted on by FPF, Fiji’s first Women, Peace and Security Action Plan (WPS AP), which is currently in draft form, will commit FPF to: (1) Understand the barriers to uniformed women’s meaningful participation in the disciplined forces, with a focus on peace operations; and (2) Use barrier assessment findings to develop a gender inclusion roadmap with realistic but ambitious targets for women’s meaningful participation in the disciplined forces across all ranks and roles and in peace operations, to be endorsed by the Commissioner of Police. It is hoped that the WPS AP will be approved by Cabinet in late 2024 or early 2025, and will be in place from 2025 to 2028, with a commitment to publish annual progress reports.

In addition, in October 2024 the Government of Fiji published a holistic review of its defence and security sector, settings, and priorities, which includes strong language on WPS. The [National Security and Defence Review](#) will inform the development of Fiji’s first National Security Strategy, with MoD seeking to ensure that Fiji’s future national security and defence framework recognises that, to build a safe, secure, and prosperous Fiji for all, the Defence and Security Sector needs to be gender-responsive and as diverse as the populations it serves.

### Part Three: Barrier Assessment Project Information

<p><b>DCAF MOWIP partnership model</b></p> <p>Which DCAF MOWIP partnership model will your security institution use? Please read “DCAF Explainer 1 - Implementation partnership models and access to the Cornell GSS Lab and DCAF MOWIP Helpdesk support”: (<a href="#">EN - FR - SP</a>) on the three partnership models: A, B or C.</p>	<p>Insert: A, B or C in the box below</p> <p>A</p>
---	--

<p><b>Project Rationale and Implementing Strategy</b></p> <p><i>Outline the reasons you are applying for EIF funding – what is the organisation’s motivation?</i></p> <ul style="list-style-type: none"> <li>- <i>What activities are you currently undertaking to increase uniformed women’s meaningful participation in UN peacekeeping?</i></li> <li>- <i>How will this project support these current activities?</i></li> <li>- <i>Explain your proposed approach to project management and monitoring.</i></li> <li>- <i>What are the key risks to your project and how will they be mitigated?</i></li> </ul> <p>There is no shortage of committed women working within the FPF to advance the WPS agenda. The FPF has three internal policies intended to make the force safe and inclusive for women: a Sexual Harassment Policy, a Gender Equality Policy, and a Workplace Grievance Procedure Policy. The FPF also delivers leadership empowerment training for women, has had a FPF Women’s Advisory Network for over 20 years, and takes part in the Pacific Islands Chief of Police (PICP) Women’s Advisory Network, too. Further, the FPF works to ensure that its approach to policing is gender responsive, for example, through its standard operating procedures for investigating sexual offences and its no drop policy for the investigation of domestic violence.</p> <p>However, while the proportion of women in the FPF has increased gradually over the past decade, from 22% in 2012 to 27% as of 2024, there remains a dearth of women amongst the institution’s highest ranks (figure 1). In addition, the proportion of women deployed to peace operations has historically fluctuated rather than progressively increasing or</p>
--

holding stable at a sustainable level. For example, the proportion of women amongst deployed peacekeepers doubled from 30% in 2018 to 60% in 2019, and then dropped again in the years that followed. Undertaking a MOWIP will provide an evidence base from which a strategic roadmap towards institutional equity can be formed.

To ensure that the project runs to time, stays within budget, and delivers a high quality MOWIP report, MoD, FPF, and Ethos CRS collaboratively developed the present project proposal and its annexes, ensuring that the project plan is feasible and tailored to the FPF context. MoD will serve as the Government Coordinating Entity, ensuring that all stakeholders support the delivery of the project in alignment with Annex A, and meeting the funder's reporting requirements.,

A Project Management Team "organogram" has been presented in Annex A along with a table of details for all relevant focal points from MoD, FPF and Ethos CRS. The MoD project focal point(s)<sup>4</sup> will keep the EIF updated of any changes in the description or details for all focal points and will also be the designated project focal point for providing Quarterly Narrative & Financial Reports to the EIF, after consulting with other focal points of the management team.

Project risks, mitigations, and mitigation owners are comprehensively detailed in Annex D, and under the HACT and HRDDP section of Part 1 of this document. Key risks identified in Annex D include: extreme weather risks (mitigated through strategic project timing through the development of a Project Workplan in consultation with all project team members); data security risks (mitigated through clear data management protocols); inadequate project coordination (mitigated through collaborative development of the present detailed project proposal by MoD, FPF, and Ethos CRS, with senior-level authorisation); and critical person loss (mitigated through formal project management structures and primary and secondary project focal points for each project partner).

## Innovation

- Describe how the proposed activities are innovative within your security institution.
- What is new or different in your proposed approach that has not previously been applied in your security institution?

This project represents the first time that barriers and opportunities will be systematically assessed in the FPF, including barriers and opportunities related to the values, norms, perceptions, behaviours, and practices of individuals, and the associated institutional cultures and group dynamics.

Undertaking a MOWIP barrier assessment will be innovative for the FPF in that it will help to shift the discourse about women's participation in peace operations and the forces more broadly from a conversation about numbers alone to a holistic conversation and exploration of the barriers to and opportunities for meaningful participation. This will help the FPF to understand not just how to increase the percentage of women in the force and deployed to peace operations, but what needs to be done to ensure that women:

- contribute to, and are included in, all aspects of operational and mission planning, and decision-making processes;
- hold operational command and leadership positions and non-traditional and non-stereotypical roles;
- have access to the same training, promotion, and career advancement opportunities as their colleagues who are men;
- hold positions that are in line with their training, rank, area of expertise; and
- have a workplace free from all forms of harassment, bullying, and intimidation.

Further innovation stems from the fact that this work will be led by MoD and the FPF. This is novel for Fiji, with work on WPS and gender equality historically being driven by the Ministry of Women, Children and Social Protection (MWCSP) and/or substantially impacted by partner agendas. Ownership and leadership from MoD and the FPF themselves will boost

<sup>4</sup> MoD Project Focal Points have been nominated as Bryn Donald (Intermediate Analyst, MoD); and Verenaisi Takirua (Executive Officer).

the odds of the MOWIP contributing to a meaningful and lasting increase in women’s meaningful participation in the FPF and in Fiji’s contributions to peace operations more broadly.

We are not aware of other Pacific police forces having undertaken MOWIP barrier assessments or similarly methodologically rigorous efforts to understand barriers to women’s participation. Therefore, through Fiji’s role as a regional leader, we will have the opportunity to share insights about the process and findings with others in the region. The [Pacific Island’s Chiefs of Police \(PICP\)](#) and Pacific Islands Forum (PIF) provide platforms for the dissemination of this knowledge. Fiji’s experience may encourage others in the region to undertake barrier assessments and/or take steps to boost women’s meaningful participation in policing, security, and/or peace operations.

## Sustainability

- *What actions will your security institution take to ensure that MOWIP recommendations will be implemented in the medium to long-term - beyond the project’s implementation, duration, and funding?*
- *How does your organization propose to continue to build partnerships after this project ends?*

The FPF’s commitment to address the recommendations identified in the MOWIP report is captured in the Terms of Reference (TORs) that outline the responsibilities of the FPF Gender Barrier Assessment Working Group. Those TORs, which were approved by Acting Commissioner of Police in September 2024 (attached as Annex G), specify that the Working Group is responsible both for supporting project delivery and coordinating the FPF response to the report’s recommendations. The Working Group will draft a gender inclusion roadmap informed by the report recommendations, for consideration and endorsement by FPF leadership. For more details on FPF’s commitment to address the barrier assessment recommendations, see content on the linkages with national security sector reform (SSR) and governance under Part 2 of this document.

The FPF will work with Civil Society Organisations (CSOs) as it works to implement the MOWIP findings. Existing connections will be strengthened (e.g., with the Pacific Centre for Peacebuilding) and new relationships will be sought. The importance of strengthening connections with CSOs is articulated in the draft WPS AP and the FPF will seek out specific engagement with CSOs in line with the recommendations of the MOWIP BA and in consultation with the National Team overseeing the implementation of the WPS AP.

In addition, the FPF will share insights and resources with the RFMF as both institutions work to address the barriers identified in their respective MOWIPs, some of which are likely to be common between the two institutions. The draft WPS AP specifies that MoD, the FPF, and the RFMF will form a collaborative working group for the implementation of the AP, which this will serve as a valuable forum for this exchange to take place.

Once the barrier assessment is complete, funding will be needed to pursue the implementation of the resultant recommendations. Fiji’s Ministry of Finance (with support from MWCSF) is committed to preparing the national budget with a view to allocating resources in ways that compensate for gender disparities, through the [Government of Fiji’s Gender Responsive Budgeting and Planning \(GRBP\)](#) programme. The findings from the MOWIP barrier assessment will support the FPF to prepare gender-responsive budget submissions.

Further, the MOWIP report and its recommendations will also be shared with Fiji’s bilateral policing partners (e.g., New Zealand Police, Australian Federal Police) to help with discussions about the prospects of partner support for WPS-specific support and the imperative to ensure that all support, including existing programmes, are delivered with gender equity in mind.

## **Part Five: Project Results Framework**

In the following chart:

- complete the percentages for your security institution in the baseline data cell, for each category.

- indicate the target percentage of women who would be eligible to be deployed by your institution during and post-project implementation in the following three years.

EIF Primary Outcome: Accelerate the pace of change towards the meaningful participation of uniformed women in UN peace operations			
Description	Indicator	Baseline Data	Target
Increased number of uniformed women deployed to UN peace operations	Number and percentage (%) of deployed uniformed women peacekeepers in United Nations peace operations (disaggregated by MIL and POL category) during the year at project commencement, at project completion, and two years after project completion	2024 (at commencement) 10 women IPOs (37.0% of deployment)	By end of Q1 2026 (project completion) 15 women IPOs (37.5% of deployment)
			By end of Q1 2028 (2 years post-completion) 20 women IPOs (40% of deployment)

Please complete the following Results Framework<sup>5</sup> table and use Appendix A of the explainer to include EIF standard indicators.

EIF Outcome 1: Increased country-specific knowledge of barriers to the deployment of uniformed women peacekeepers to UN peace operations					
Objective	Activity	Output(s)	Description	Baseline data	Target
Understand the barriers to women's meaningful participation in the FPF, with a focus on peace operations	A baseline assessment to map the barriers and opportunities to the deployment of uniformed women is programmed	A barrier assessment is commissioned and undertaken	An independent assessment partner will work with FPF to undertake a barrier assessment to identify and map out barriers women's meaningful participation peace operations and the FPF more broadly, using the MOWIP methodology	No formal barrier assessment report	One credible barrier assessment report

### **Part Six: MOWIP Technical Proposal - Annex A (separate document)**

A MOWIP submission to the EIF Secretariat, from either (i) a T/PCC, or (ii) a PUNO in partnership with a T/PCC, must include as an annex, a Technical Proposal. A MOWIP Technical Proposal explains how the T/PCC, the assessment partner/team, and the research institution/partner (as required), will work together to implement each step of the MOWIP, as per the agreed MOWIP partnership model: A, B or C. Instructions and information on what to include in a MOWIP Technical Proposal is available on the EIF Website: MOWIP Technical Proposal Requirements (EN-FR).

### **Part Seven: MOWIP Work-Plan Timeline - Annex B (separate template)**

All MOWIP submissions must review the **DCAF MOWIP Template 4 - Assessment Plan Timeline** ([EN](#) - [FR](#) - [SP](#)) to plan their MOWIP project timeline per the T/PCC's individual situation and context. The DCAF Template 4 is based on best practices from over 15 MOWIPs and provides clear guidance on how each of the MOWIP activities should be sequenced.

<sup>5</sup> **BARRIER or ISSUE:** Describe in priority order, the barriers identified in the barrier assessment report, that are impacting uniformed women's participation in peace operations, that the project aims to address.

**OBJECTIVE:** What is the objective of the proposed activity - describe what is needed to address or remove the barrier.

**KEY ACTIVITIES:** Describe the key activities that will be undertaken under each output mentioned above. Several activities will contribute to the achievement of one output.

**INDICATORS:** An indicator is a statement, either qualitative or quantitative, related to some aspect of the outcome, and allows you to directly measure towards achieving the outcome. It must be specific, measurable, achievable, relevant and time-bound (SMART).

**BASELINE:** This is the current value of the indicator before starting project and activity implementation

**OUTPUT/TARGET:** These are measurable products generated by the key activities (i.e. 20 women soldiers trained to be patrol commanders, 30 senior military commanders trained on the importance of women's inclusion across all aspects of military leadership, planning and deployment). Several outputs will contribute to the achievement of one outcome.

T/PCCs are to include in the “Notes and Specific Dates” column, details on how they will plan and conduct each task of each of the six phases: (i) Preparation, (ii) Fact-finding Form (FFF); (iii) Key Decision Maker interview, (iv) Survey, (v) Data Analysis Process, and (vi) Validation Process.

T/PCCs are to complete the **EIF MOWIP Work Plan Timeline Template** and attach it as Annex B.

### **Part Eight: Detailed MOWIP Budget (Excel) - Annex C (separate Excel template)**

All MOWIP submissions must include a detailed and accurate budget, using the **EIF MOWIP Microsoft Excel Budget Template**. No other budget templates can be accepted. The **EIF MOWIP Microsoft Excel Budget Template** and the EIF budget explainer to guide the completion of the Microsoft Excel Budget Template are available on the EIF Website.

T/PCCs are to complete the EIF MOWIP Budget and attach it as Annex C.

### **Part Nine: Project Communications, Advocacy and Visibility**

Outline your communication, advocacy, and visibility plans associated with key MOWIP project activities.

Your plan should include:

- **Objective(s).** *Clearly define what you want to achieve and be precise about the desired outcome(s).*
- **Target audience:** *Who is your audience? What is their demographic (sex-disaggregated) and what are their communication preferences?*
- **Indicators for measuring performance.** *Establish your key performance indicators and metrics. Metrics can include website traffic, social media engagement, and survey responses.*
- **Key messages, tools, platforms.** *Clearly articulate the main points you want to convey; what communication tools you will use (i.e., press releases, newsletters, social media), and choose the appropriate channels based on your target audience.*
- **Budget and resources:** *Outline the financial resources required including budget for advertising and content creation. Also identify the human resources, skills and expertise needed.*
- **Timeframe:** *Include a realistic timeline for your communications plan that is aligned with the overall project plan and timeframe, with activities broken down by activity, milestones and deadlines.*
- **Expected outcomes and impact:** *What are the expected results of your communication plan? Ensure that the project outcomes are fully aligned with the overall goals of your organization.*

This section details key external communications activities associated with the FPF gender barrier assessment project. For internal communications activities, see Annex A.

The external communications approach for the FPF project will be comprehensive, systematic, human-centred, and collaborative, and will align to the [EIF communications, advocacy, and visibility guidelines](#). It will be supported by a project communications style guide; project communications image bank,<sup>6</sup> and project communications media contact list to support production, dissemination and visibility of project’s communication products/activities.

External communications activities will be undertaken during the FPF gender barrier assessment project to achieve the following **objectives**:

1. Demonstrate the FPF and Government of Fiji’s commitment to diversity and inclusion in peace operations and the FPF more broadly, and their understanding that gender equality in the security sector is a human rights issue and an operational imperative.
2. Demonstrate the FPF and Government of Fiji’s commitment to openness and accountability with regards to gender equality and diversity.
3. Demonstrate to Fiji’s security partners that it views gender equality in the FPF as a strategic priority.
4. Highlight the diverse and impactful contributions Fiji’s uniformed women make in the nation, region, and the world.

<sup>6</sup> Images to be saved with name of people depicted, organisation they represent, activity being undertaken, date, and location; permission for use to be sought from people depicted and photographer.

Throughout the project, project partners will undertake four key external communications activities, described below. For full budget details, see Annex C.

**Communication Plan Key Messages:** Women's meaningful participation in peace operations and the disciplined forces more broadly is a human right and an operational imperative; Fiji is committed to international rules and norms related to gender equality and WPS; to sustainably boost uniformed women's meaningful participation in peace operations and the disciplined forces more broadly, we need to understand existing barriers and opportunities; the rigorous MOWIP methodology will help us to develop evidence-based roadmaps towards gender parity; EIF has generously provided funding to make this possible.

**Communication Plan Target audience:** FPF and RFMF personnel; UN entities and EIF donor countries; partner governments; partner agencies; and the Fijian public, particularly those with an interest in the defence and security sector, and gender equality.

#### **Activity 1: Project announcement press conference (in collaboration with Fiji Police Force)**

- **Activity details:** The Minister or Permanent Secretary for Defence and Veteran Affairs; the Minister or Permanent Secretary for Women, Children and Social Protection; the Commissioner of Police or their second-in-command (2IC); and the Commander of the RFMF or their 2IC will announce the initiation of the FPF and RFMF barrier assessment projects and explain why they are important. The Ethos CRS co-leads will provide an overview of the MOWIP methodology and how it will yield evidence-based insights. Morning tea and mingling will follow formal proceedings. Media (10); CSO representatives (10); MoD (5); RFMF (10); FPF (10); MWCSP (3); members of the Diplomatic Corp (10, including all EIF donors); UN entities (5); and PIFS representatives (2) will be invited to attend the event.
- **Indicators:** Attendance rate (60 attendees/100 invitees x 100%); media coverage (5 stories); positive media coverage (5 positive stories/6 stories x 100%).
- **Budget and resources:** Invitations;; press conference venue (Suvavou House); press conference talking points (including defensive talking points); pre-prepared press release and social media content; project overview handout; morning tea.
- **Timeframe:** Press conference to occur at the end of Cornell in-country training in March 2025. Planning to commence January 2025.
- **Lead:** MoD (Policy Division).

#### **Activity 2: Digital Awareness Campaign**

- **Activity details:** The RFMF will produce a series of press releases and social media posts to highlight the role of women in peace operations and the disciplined forces more broadly. Press releases and social media posts will be timed to coincide with events such as the return or departure of peacekeepers, RFMF pass out parades, and International Women's Day. This schedule of releases will maintain public interest in the project and its objectives following the project announcement, without compromising the confidentiality or integrity of the research.
- **Indicators:** Press releases (#); media coverage (# stories inspired by press releases); positive media coverage (# positive stories/#stories x 100%); social media activity (# social media posts); social media engagement (# likes per post).
- **Budget and resources:** In-house production.
- **Timeframe:** Will occur at least once a month from 3 March 2024.
- **Lead:** RFMF (Communications).

#### **Activity 3: Report launch (combined with RFMF)**

- **Activity details:** The President and Prime Minister (if available) will join the Minister of Defence and Veteran Affairs, and Minister of Women, Children and Social Protection to announce the completion of the FPF and RFMF barrier assessment projects. The Commissioner of Police and the Commander of the RFMF will provide an overview of the key findings and recommendations and will briefly discuss how the recommendations will be addressed by their institution. Returned women peacekeepers from the FPF and RFMF will talk about their experiences serving in the

disciplined forces and deploying to peace operations and reflect on the importance of the report findings and recommendations. Formal proceedings will be livestreamed by FPF and RFMF, and personnel not attending to urgent matters will be given permission to watch the livestream throughout the country (if technology allows, the livestream will be screened on a projector/TV at RFMF and FPF worksites). Morning tea and mingling will follow formal proceedings. Media (10); CSO representatives (10); MoD (5); FPF (40); RFMF (40); MWCSP (3); members of the Diplomatic Corp (10, including all EIF donors); UN entities (5); PIFS representatives (2); Pacific military and police representatives (10-20); cadets (40); academics (10); and project enumerators (8) will be invited to attend the event.

- **Indicators:** Attendance rate (60 attendees/100 invitees x 100%); media coverage (5 stories); positive media coverage (5 positive stories/6 stories x 100%).
- **Budget and resources:** Invitations; event security assessment; event venue (Civic Centre); speaking notes; hardcopies of 'at a glance' report (one for every attendee); hardcopies of full reports (limited number); pre-prepared press release and social media content; photographer; videographer (for livestream); morning tea.
- **Timeframe:** Report launch to occur once FPF and RFMF reports are finalised, in December 2025. Planning to commence in October 2025.
- **Lead:** MoD (Policy Division).

#### **Activity 4: Regional advocacy**

- **Activity details:** The FPF and MoD will share insights from the process and barrier assessment report with regional partners at meetings of the SPDMM; PDGN; and PIF Forum Officials Committee Subcommittee on Regional Security (FSRS). They will also share insights in bilateral engagements with regional partners.
- **Indicators:** Advocacy at regional forums (# interventions about gender barrier assessment project); advocacy in bilateral defence engagements (# formal bilateral defence engagements where barrier assessment project is discussed).
- **Budget and resources:** Meeting talking points; hardcopies of 'at a glance' report; hardcopies of full reports.
- **Timeframe:** Regional advocacy will occur at SPDMM, PDGN, and PIF FSRS meetings and bilateral defence engagements throughout 2026. Beyond 2026, advocacy will transition to practical partnerships and collaboration to support interested partners in undertaking barrier assessment projects of their own and/or sharing resources and insights to address report recommendations.
- **Lead:** MoD (Policy Division); FPF (International Relations).

Successful delivery of this external communications plan is expected to deliver the following **outcomes and impact:**

1. Reinforce international rules and norms related to gender equality and WPS (eg, CEDAW, UNSCR 1325, SDG5).
  2. Increase women and girls' interest in the security sector and desire to pursue a career with the FPF.
  3. Build momentum and support for the successful undertaking of the MOWIP Barrier Assessment.
  4. Help FPF women to feel supported and empowered to pursue opportunities in peace operations.
  5. Build trust in the defence and security sector and engage the public in the national security discourse.
  6. Encourage Fiji's defence and security partners to provide gender-responsive bilateral support.
  7. Inspire further research into gender equality in the FPF, other organisations in Fiji, and the Pacific Islands region.
- Support broader conversations and efforts to advance gender equality in social, economic, and political life.
- 8.

#### **Part Ten: EIF Reporting, Monitoring, and Evaluation Requirements**

All project reports are to be submitted using the EIF narrative and financial reporting templates.

Per the EIF Operations Manual (Section 12 – Monitoring and Evaluation), all Fund Recipients in partnership with Implementing Partners, are to provide the following reports to the EIF Secretariat, and to ensure that all data provided is sex-disaggregated and signed by the Fund Recipient, following the schedule below. The EIF will send the report template to the project focal point two weeks before the end of each quarter.

	Q1 Report	Q2 Report	Q3 Report	Q4 Report	Annual Report	Project Closure Report
<b>Reporting Period</b>	1 January – 31 March	1 April – 30 June	1 July – 30 September	1 October - 31 December	1 January – 31 December	Project duration
<b>Due Date to EIF</b>	15 April	15 July	15 October	15 January	30 January	Within 3 months of the project closure date. No later than 31 March.
<b>Report Type</b>	- Narrative - Financial	- Narrative - Financial	- Narrative - Financial	- Narrative - Financial	- Financial	- Narrative - Financial
<b>Report Template</b>	- EIF Quarterly Progress Report - EIF Financial Template	- EIF Quarterly Progress Report - EIF Financial Template	- EIF Quarterly Progress Report - EIF Financial Template	- EIF Quarterly Progress Report - EIF Financial Template	- EIF Annual Financial Report Template	- EIF Project Closure Template - EIF Financial Report Template
<b>Financial Spot Check (T/PCCs only)</b>				The EIF will organize an independent spot-check to be conducted midway through project implementation		
<b>Bank Statements (T/PCCs only)</b>				Where a T/PCC is the fund recipient, the Security Institution must open a separate bank account to receive the EIF grant. The T/PCC is required to provide a copy of bank statements for that account(s) as per EIF financial reporting requirements.		
<b>Certified final financial statements and final financial reports</b>				Fund recipients are to provide certified final financial statements and final financial reports to the EIF/MPTFO within 3 months of the project closure date, and no later than 31 March of the following year.		
<b>Post Project evaluation</b>				Where required, the EIF will organize an independent consultant to conduct a post-project evaluation.		

Please check the box to acknowledge the above reporting requirements.

**Part Eleven: Project Risk Management Assessment (Excel) - Annex D (separate Excel template)**

A project risk management assessment is to be completed and attached as an annex to this PRODOC. Please use the EIF project risk management assessment Template available on the EIF website.

In addition, the following section lists Lessons and Good Practices identified in the conduct of over 15 MOWIPs to date. T/PCCs and Implementing Partners are requested to agree to and implement these good practices, which are specifically focused on governance, safeguarding, and the inclusion of a gender-sensitive approach in the collection and storage of data for the MOWIP.

1. The security institution agrees to communicate the objectives of the barrier assessment study and the voluntary nature of participation, as well as the guarantee of confidentiality, free speech and protection from reprisals to its personnel.
2. For the research team to remain autonomous and independent, it is preferable that security institution personnel including gender focal points refrain from being part of any data gathering during the survey and interview processes.
3. Ensure that the data collection process, including the questions and methodology, is human rights and gender sensitive.
4. Ensure researchers and enumerators are trained on the questionnaires, how to ask sensitive questions, and strategies to deal with difficult situations, for example where a Commander or husband/wife demands to accompany a woman/husband during an interview.
5. Ensure that researchers are mixed gender to enable women researchers to interview women.
6. For key decision-maker interviews (KDMI):

- a. It is a requirement to conduct the KDMI in person either face-to-face or virtually. They cannot be conducted through circulating the forms as a questionnaire.
  - b. Ensure that researchers and enumerators are always deployed in teams of at least two to avoid prejudice and intimidation, misunderstandings, and misinterpretations of respondent responses and behaviours.
7. **For individual surveys:** ensure that enumerators interview survey respondents one-on-one, preferably with an interviewer of the same gender.
8. **Researcher and enumerator safety.** To ensure the safety of researchers and enumerators during the MOWIP, identify risks specific to the national context, and identify actions to mitigate those risks. The EIF requests the following mitigating measures be considered and implemented by T/PCCs depending on their particular context and security situation:
- a. **Security situation in national/regional areas:** implementing agencies are requested to coordinate closely with the Ministry of Interior and/or the Ministry of Defense (MOI/MOD) to obtain up-to-date details on the security situation in regional areas:
    - i. MOD/MOI to brief the survey team before travelling to regional or insecure locations.
    - ii. Once the data collection plan has been finalised, classify locations as high, medium, or low risk, depending on the classification, develop a stakeholder engagement protocol for each level of risk.
    - iii. Coordinate with local authorities and/or Chiefs before departure on a data collection mission.
    - iv. Consider surveying high-risk locations by telephone/online.
  - b. **Evacuation SOP/Protocol:** Develop an evacuation protocol for the assessment partner/team to follow, should a natural disaster, pandemic, or security incident occur for example:
    - i. Armed hold-up
    - ii. Kidnapping or hostage-taking
    - iii. Vehicle accident.

## Annexes

The following Annexes form part of the MOWIP PRODOC. Each annex must be completed in full and submitted together as part of the MOWIP PRODOC submission to the EIF.

- A. *MOWIP Technical Proposal (separate document)*
- B. *MOWIP Assessment Plan Timeline (Workplan) (separate document) (to complete a blank version)*
- C. *EIF MOWIP Budget (separate Excel document)*
- D. *Project Risk Management Assessment (separate Excel document)*
- E. *Security Institution Personnel Data (included in this template - see below)*
- F. *Security Institution Deployment Planning Data (included in this template - see below)*
- G. *FPF Barrier Assessment Working Group Terms of Reference (see below)*
- H. *Draft WPS Action Plan (see below)*

# FIJI POLICE FORCE



## BARRIER ASSESSMENT WORKING GROUP

### TERMS OF REFERENCE

**TABLE OF CONTENTS**

**CONTEXT** .....2

**OBJECTIVE** .....2

**LEGAL AUTHORITY**.....2

**PARTNERSHIPS**.....3

**SCOPE** .....3

**GOVERNANCE** .....4

**RESOURCING** .....4

**MEETINGS** .....5

**REPORTING** .....5

## Version 1, September 2024

Effective date	18 September 2024
Review date	As required

### CONTEXT

Police forces are better able to deliver peace, safety, and security for all when they are as diverse as the populations they serve. Diversity brings unique perspectives and skills to the disciplined forces, disrupts harmful cultures and groupthink, and builds public trust and confidence.

The Minister of Home Affairs and Immigration is committed to increasing women's meaningful participation in the disciplined forces, as are senior leaders in the Fiji Police Force (FPF).

There is substantial room to improve women's meaningful participation in the FPF across all ranks and roles. In 2023, 26.9% of the force comprised of women, with no women represented in the upper quarter of ranks. As at 31 May 2024, 38.5% of Fijian police officers deployed on UN peace operations were women, aligning with current UN targets but at risk of falling short as UN ambition increases out to 2028 under the Uniformed Gender Parity Strategy.

To support the development of an evidence-based roadmap towards an increase in women's meaningful participation in the FPF across all ranks and roles, including on peace operations, the FPF, in partnership with the Ministry of Home Affairs and Immigration (MHA) and with funding from the Elsie Initiative Fund (EIF), is undertaking a gender barrier assessment. The barrier assessment will be led by an independent assessment partner, and undertaken in accordance with the Measuring Opportunities for Women in Peace Operations (MOWIP) methodology, which was developed by Cornell University and the Geneva Centre for Security Sector Governance (DCAF).

The FPF will play a crucial role in enabling the delivery of the barrier assessment project, facilitating personnel access, providing logistical support, supporting with report validation, launching the report, and responding to its recommendations. With the barrier assessment project anticipated to take up to two years from project plan approval to report launch, and given the need for clear delineation of roles and responsibilities between project stakeholders, a formal FPF working group is needed to support the project's success.

### OBJECTIVE

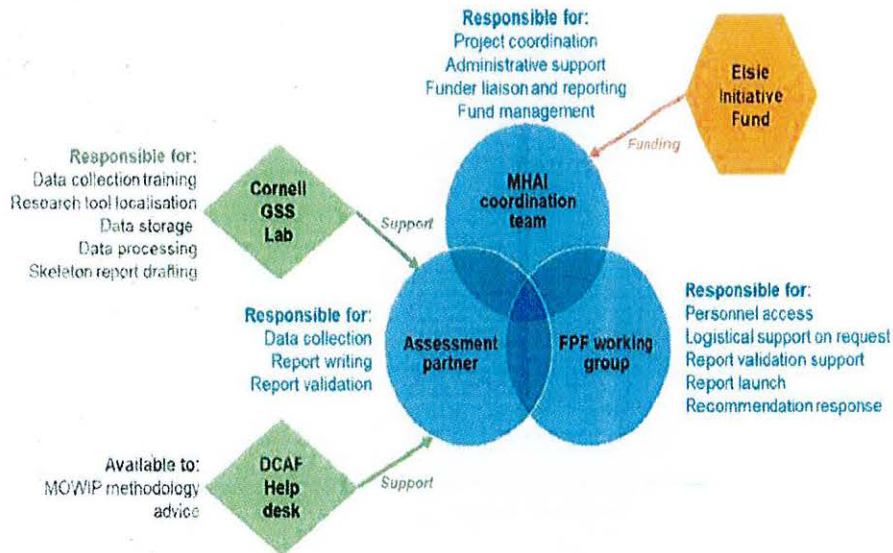
The FPF Barrier Assessment Working Group exists to support the successful delivery of an assessment of the barriers to uniformed women's meaningful participation in the FPF and opportunities for enhancement, with a focus on peace operations.

### LEGAL AUTHORITY

1. Constitution of Republic of Fiji 2013
2. Police Act 1965

## PARTNERSHIPS

The FPF Barrier Assessment Working Group is part of a wider barrier assessment project delivery structure, which involves multiple stakeholders with defined roles and responsibilities. Key stakeholders are depicted below.



## SCOPE

The FPF Barrier Assessment Working Group will undertake the following activities:

- Work with MHAI and the assessment partner to develop detailed project proposals for submission to EIF.
- Facilitate the conduct of a Human Rights Due Diligence Policy (HRDDP) assessment and implement any mitigating measures identified, to satisfy the funder's requirements ahead of formal project initiation.
- Provide inputs to enable the MHAI coordination team to meet the funder's reporting, monitoring, and evaluation requirements for the duration of the barrier assessment project.
- Facilitate the assessment partner's access to the places, personnel, and information required for project planning, data collection, and report validation activities specified in the MOWIP methodology.
- Support the assessment partner to produce a public-facing version of the barrier assessment report. This will require the FPF Barrier Assessment Working Group to provide advice to the assessment partner on the management of sensitivities and restricted information about force structure, while respecting the independence of the assessment partner and ensuring the assessment findings are faithfully represented in both the public and internal versions of the report.

- Lead the launch of the final barrier assessment report. This will include the launch of both the internal-facing report for FPF leadership and the public-facing report.
- Coordinate the FPF response to the barrier assessment report recommendations. This will include the drafting of a gender inclusion roadmap informed by the recommendations made in the barrier assessment report, for consideration and endorsement by FPF leadership.
- Cooperate and share insights and resources with the RFMF, which will be undertaking its own barrier assessment using the same methodology and project structure.

In addition, the FPF Barrier Assessment Working Group will engage closely on MHA-led work to develop and roll out Fiji's first Women, Peace and Security National Action Plan, and the Ministry of Women, Children, and Social Protection's work on gender mainstreaming and gender-responsive budgeting and planning. At the Commissioner of Police's (COMPOL's) direction, the working group's mandate may be expanded to support wider Women, Peace and Security and gender mainstreaming work.

For the avoidance of doubt, the FPF Barrier Assessment Working Group is not responsible for:

- The overall design and delivery of the barrier assessment project. This responsibility lies with the assessment partner.
- The content of the final barrier assessment report and its recommendations. This responsibility lies with the assessment partner.
- Financial management, assessment partner contract management, and other matters relating to project administration. This responsibility lies with MHA.
- The implementation of the barrier assessment report recommendations. While the working group is responsible for coordinating the FPF response to the recommendations, the responsibility for implementation activities lies with the COMPOL, who may delegate implementation to the FPF Barrier Assessment Working Group and/or other parts of the FPF.

## **GOVERNANCE**

The FPF Barrier Assessment Working Group reports directly to COMPOL, and to the Permanent Secretary for Home Affairs and Immigration and the Minister of Home Affairs and Immigration via the MHA barrier assessment coordination team.

It is fully empowered to make decisions and undertake actions in alignment with the objective and scope detailed in the present Terms of Reference.

## **RESOURCING**

The FPF Barrier Assessment Working Group, which should strive to be gender-balanced, will be comprised of 6-8 members, whose combined expertise and job descriptions should cover the following areas:

- Barrier assessment project expertise (secretariat)

- Communications
- Finance
- Women's Advisory Network senior executive member
- Human resources
- International relations
- Legal
- Peace keeping training and deployment

The working group chair will be determined at the first meeting. In addition, two members of the working group should be designated as points of contact for the barrier assessment project (one primary, one back up). Their contact details should be made available to the MHAJ coordination team and assessment partner.

The barrier assessment project is funded by the Elsie Initiative Fund. While funding can't be used to cover the salaries or wages of security sector personnel, funds can be used to cover costs associated with the FPF Barrier Assessment Working Group's activities, including catering, venue hire, and printing. These costs should be factored into the barrier assessment project budget during the development of the detailed project proposal.

#### **MEETINGS**

The FPF Barrier Assessment Working Group will meet as often as required for the fulfilment of its objective and the activities specified in the scope section of these Terms of Reference.

#### **REPORTING**

The activities and performance of the FPF Barrier Assessment Working Group will be reflected in wider barrier assessment progress reporting, which will be led by the MHAJ barrier assessment coordination team and provided to the project funder, Permanent Secretary for Home Affairs and Immigration, and COMPOL.

Approved by:

  
.....  
**Juki Feng Chew**  
Commissioner of Police  
...../...../2024



THE GOVERNMENT OF THE REPUBLIC OF FIJI'S

## **Women, Peace and Security**

# **Framework and National Action Plan 2024–2027**

*Building gender-inclusive peace and security for the nation, region, and world*



## MINISTERIAL FOREWORD DRAFT



Warm greetings.

The Government of Fiji is committed to promoting peace and security at home, in the region, and in the world. Members of our military and police forces serve in peace operations in the Middle East and Africa, participate in regional peace and stability operations, and contribute to disaster relief efforts in support of civil authorities. The Fiji Police Force contributes to the maintenance of law and order across Fiji's 333 Islands and vast maritime domain, and the Republic of Fiji Military Forces maintain a state of operational readiness so that they can deter adversaries and defend Fiji's sovereignty and interests when the need arises.

The security sector exists to serve people. The military doesn't just defend the abstract idea of the State; it protects the people who live in it, in all their diversity. The police force doesn't just maintain law and order; it strives to ensure that people from all walks of life feel safe and secure in their communities. However, the unique interests, strengths, and vulnerabilities of women and girls have historically been overlooked by the security sector, not least because women are underrepresented in the sector's core institutions, particularly at senior levels.

The Government of Fiji has made progress on the Women, Peace and Security agenda since the passage of the establishing United Nations Security Council Resolution in 2000, but efforts have been uncoordinated. Our first National Action Plan, which is guided by a policy framework and supported by an implementation and accountability strategy, will help Fiji to travel further and faster in the pursuit of gender-inclusive peace and security.

Our National Action Plan doesn't stand alone: It complements international, regional, and domestic instruments and actions spanning traditional and non-traditional security issues and the broader gender equality and human rights agendas. It aligns with the government's direction on gender equality and gender mainstreaming, the 2050 Blue Pacific Strategy, and the Convention on the Elimination of All Forms of Discrimination Against Women.

The women in Fiji's disciplined forces, past and present, must be acknowledged. Since women were first admitted into the police and military in 1968 and 1988, respectively, they have demonstrated immense loyalty, professionalism, and capability. They have faced stigma and cultural barriers, and yet have proven their worth and made it clear that diversity makes us stronger.

In addition, Civil Society Organisations have shown unwavering dedication to the Women, Peace and Security agenda. They didn't wait for the government to provide direction on how to make Fiji a safe, secure, and prosperous place for all; they just got to work. The Government of Fiji commits to working with Civil Society Organisations as it implements this National Action Plan, and will ensure that they are empowered to participate in security sector decision making processes and oversight mechanisms.

The Government of Fiji thanks the many stakeholders and partners who contributed to Fiji's first Women, Peace and Security Framework and Action Plan, and looks forward to seeing the inclusive peace and security that will flow from its implementation.

### Signature

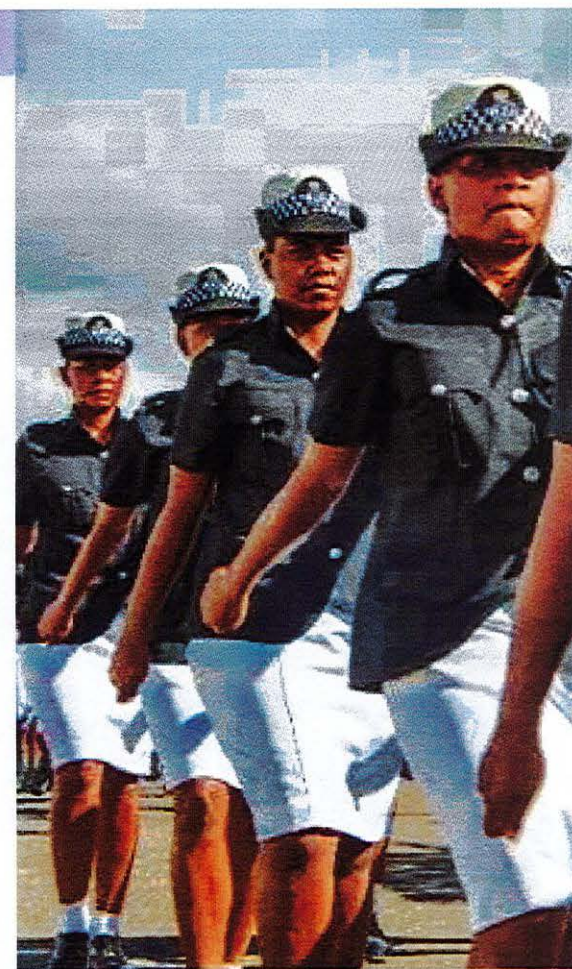
**Hon Sitiveni Rabuka**  
Prime Minister and  
Minister of Foreign Affairs

### Signature

**Hon Pio Tikoduadua**  
Minister of Home Affairs  
and Immigration

### Signature

**Hon Lynda Tabuya**  
Minister of Women, Children,  
and Social Protection



## CONTENTS

Ministerial foreword.....	X
Commitment to Women, Peace and Security.....	X
Women, Peace and Security Framework.....	X
Women, Peace and Security National Action Plan 2024-2027.....	X
Implementation and Accountability Strategy.....	X

## COMMITMENT TO THE WOMEN, PEACE AND SECURITY AGENDA (1/2) DRAFT

### Fiji is committed to gender equality in the defence and security sector

The Government of Fiji wants the nation, region, and world to be characterised by lasting and inclusive peace. To achieve this, we must acknowledge differential experiences of safety and security; embrace the insights and strengths of all people; and dismantle power imbalances and discriminatory structures. With women, girls, and gender minorities disproportionately harmed in the face of security threats and historically excluded from formal conflict prevention and peace building processes, Fiji actively seeks to advance gender equality and mainstreaming in defence and security.



Defence and security gender and diversity mainstreaming training day. Photo credit: MFA (2024).

As a major peacekeeping nation, advocate for Pacific solidarity, regional leader, and proponent of the international rules-based order, Fiji seeks to advance this commitment at home and abroad. From deploying women peacekeepers in alignment with UN targets to adding our voice to the 2023 Revitalised Pacific Leaders Gender Equality Declaration, Fiji stands with the region and world as we strive towards a more equitable and peaceful tomorrow.



Pacific Islands Forum Women Leaders meeting. Photo credit: Pacific Islands Forum Secretariat (2023).



A gender-diverse team of RPF/RF Territorial Force Brigade personnel. Photo credit: RPF/RF (2024).

### Our commitment aligns with international law and norms

The Government of Fiji's commitment to gender equality and mainstreaming in the defence and security sector and across social, cultural, economic, and political spheres aligns with legally binding international commitments, including the Universal Declaration of Human Rights (UDHR) and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).

In addition, Fiji supports UN Security Council Resolution 1325 (UNSCR 1325), which recognises the differential and disproportionate impact of conflict on women and girls and affirms the importance of women's meaningful participation in peace and security processes.

Together with nine further Security Council Resolutions, UNSCR 1325 established the Women, Peace and Security (WPS) agenda, which calls for:

- women to participate equally with men in peace, political, and security decision making;
- the rights of women and girls to be protected and promoted in conflict situations;
- violence against women and girls to be prevented in conflict situations; and
- women and girls to be empowered and their humanitarian needs to be met in relief and recovery efforts.

Fiji strives to heed this call, recognising that doing so is crucial to building lasting and inclusive peace

### The WPS agenda applies across traditional and non-traditional security domains

In keeping with our broad understanding of security, as captured in the Boe Declaration on Regional Security, Fiji considers the WPS agenda to apply across traditional and non-traditional security issues alike. Domestic violence, climate change, cybersecurity, terrorism, and violent extremism are examples of non-traditional security threats that have gendered dimensions and can only be combatted by embracing the insights and strengths of all people.



FFF annual Women's Advisory Network meeting. Photo credit: FFF (2023).

### Fiji has taken important steps to advance the WPS agenda

The Government of Fiji has made substantial progress on the WPS agenda since the passage of UNSCR 1325 in 2000. For example, the Fiji Police Force (FPF) and Republic of Fiji Military Forces (RFMF) undertake gender-based violence and sexual violence trainings; the Ministry of Home Affairs and Immigration (MHAII) is working with the RPF and FPF to undertake gender barrier assessments; and FPF has had an active Women's Advisory Network for 20 years. In addition, Fiji launched a National Action Plan (NAP) to End Violence Against All Women and Girls in 2023; WPS is reflected in Fiji's inclusive approach to responding to climate change; and the Ministry of Foreign Affairs (MFA) speaks up on WPS matters on the international stage. ▶

## COMMITMENT TO THE WOMEN, PEACE AND SECURITY AGENDA (2/2) DRAFT

In addition, the Ministry of Women, Children, and Social Protection (MWCSP) is developing gender NAPs for economic empowerment, climate change, and disaster risk reduction, and is working to strengthen the government's ability to mainstream gender into all policy work and budget submissions.

While progress on gender equality and mainstreaming in the security sector has been made, efforts haven't been well coordinated or documented. The UN's call for states to develop WPS NAPs represents an opportunity to fill this gap, enabling the Government of Fiji to accelerate towards gender equality, drive cross-government coordination, and improve accountability. Fiji's first WPS NAP is focused on the traditional security sector, and complements international, regional, and national instruments and actions that cover non-traditional security issues.



Gender barrier assessment project team meeting with the Eide Initiative Fund Secretariat. Photo credit: M34 (2024).

### Civil Society Organisations are indispensable partners

Long before the formal establishment of the WPS agenda, people around the world and in Fiji have been advocating for and advancing gender equality and the recognition of the unique needs and potential of women and girls in conflict prevention, peacekeeping, resolution, and recovery. These efforts continue today. The Government of Fiji recognises Civil Society Organisations (CSOs) as being crucial to the delivery of the WPS agenda, and acknowledges their unflinching commitment to Fiji's safety, security, and prosperity.



Women's peace breakfast, attended by Government and CSO reps. Photo credit: Pacific Women Mediators Network (2023).

### From commitment to action

In the context of this enduring commitment, and in light of our ambition to travel further and faster, the Government of Fiji presents its first WPS framework and action plan.

The framework lays out our WPS vision and three core pillars through which we intend to advance towards it: meaningful participation; mainstreaming gender; and using our voice. These pillars apply across the spectrum of conflict and insecurity, from prevention through to relief and recovery.

The framework introduces four principles underpinning our approach to WPS:

- we recognise that the WPS agenda can't be separated from the human rights agenda;
- we commit to a 'do no harm' approach;
- we recognise that WPS applies across traditional and non-traditional security domains, while using our first NAP to fill gaps in the traditional security sector; and
- we see WPS as an agenda for all, not just for women and girls but for people of all genders and intersectional identities, including women with disabilities and the LGBTQIA+ community.

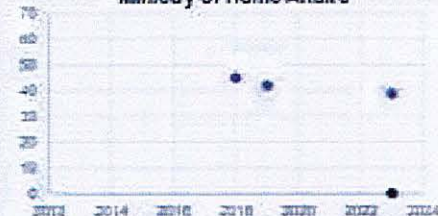
This framework forms the basis of our first WPS NAP, which contains actions out to 2027 and is accompanied by an implementation and accountability strategy that includes specific provisions for CSO engagement and oversight.

Recognising that sustained advances require ongoing attention, we commit to reviewing the framework and developing a second WPS NAP by 2028.

### GENDER DATA: SNAPSHOT

Fiji's core security institutions are on a journey towards establishing pathways towards gender equality across all ranks and roles. As well as publicly reporting on the measures specified in the WPS NAP, the Government of Fiji will regularly report on the proportion of women in MHAI, the RFMF, and the FPF, as well as their representation amongst senior ranks and on UN peacekeeping operations.

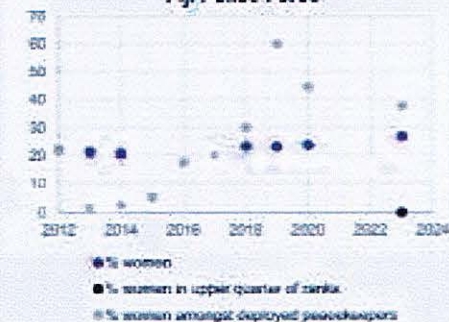
#### Ministry of Home Affairs



#### Republic of Fiji Military Forces



#### Fiji Police Force



# WOMEN, PEACE AND SECURITY FRAMEWORK DRAFT

## VISION: Building gender-inclusive peace and security for the nation, region, and world

VISION AND PILLARS

### Pillar 1: Meaningful participation

Women and girls in all their diversity are empowered to participate meaningfully and equally in the defence and security sector



Prevention

### Pillar 2: Mainstreaming gender

Gender is woven into all national legislation, policies, programmes, and practices in the defence and security sector



Response

### Pillar 3: Using our voice

Fiji advances the WPS agenda in the Blue Pacific and on the world stage, serving as a consistent supporter and inspiring leader



Reform

Recovery

PRINCIPLES

The WPS agenda can't be separated from the human rights agenda. Women, girls, and gender diverse people from all walks of life have the right to experience freedom, wellbeing, safety, and security on an equal basis with men and boys.

Human rights

Do no harm

At a minimum, government legislation, policies, programmes, and practices in the defence and security sector should not harm women, girls, and gender diverse people, directly or indirectly. Being gender-blind embeds inequality and injustice; we must acknowledge and account for diversity in all that we do.

The WPS agenda applies across traditional and non-traditional security issues, in alignment with Fiji's broad understanding of security, as captured in the Boe Declaration. Our WPS NAP doesn't stand alone: It complements and intersects with existing international, regional, and national actions and mandates.

Traditional and non-traditional security

An agenda for all

When we seek to understand how people's diverse and intersectional identities impact their experiences of security and draw on the strengths and insights of everyone in society, we produce better outcomes for all. WPS is not just for women and girls: it is for all of us.

FOUNDATIONS

#### National

Eg. [Employment Relations Act](#) (2007); [National Policy on Sexual Harassment in the Workplace](#) (2007); [Domestic Violence Act](#) (2009); [Constitution of the Republic of Fiji](#) (2013); [National Gender Policy](#) (2014, under review); [Standing Order 110\(2\)](#) (2014); [National Development Plan](#) (2017, under review); [Online Safety Act](#) (2018); [Planned Relocation Guidelines](#) (2018); [Climate Change Act](#) (2021); [Open Merit and Selection Guidelines](#) (2021); [National Action Plan to Prevent Violence Against All Women and Girls](#) (2023-2026); [Fiji Civil Service Workplace Harassment, Discrimination and Anti-Bullying Policy](#) (2024); [Gender Responsive Budgeting and Gender Transformative Institutional Capacity Development programme](#) (2020); gender NAPs for economic empowerment, climate change, and DRR (forthcoming); Women's Plan of Action (forthcoming)

#### Regional

Eg. [Pacific RAP on WPS](#) (2012-2015); [Boe Declaration](#) (2018); [Pacific Platform for Action on Gender Equality and Women's Human Rights](#) (2016-2030); [2060 Blue Pacific Strategy](#) (2022); [Revitalised Pacific Leaders Gender Equality Declaration](#) (2023)

#### International

Eg. [UDHR](#) (1948); [CEDAW](#) (1979); [Beijing Declaration and Platform](#) (1995); [SCR 1325](#) (2000) and [related resolutions](#) (various); [SDGs](#), esp. SDG5 (2015-2030); [Paris Agreement](#) (2015); [Sendai Declaration and Framework for DRR](#) (2015-2030); [Uniformed Gender Parity Strategy](#) (2018-2028); [A4P](#) (2018)

## WOMEN, PEACE AND SECURITY NATIONAL ACTION PLAN 2024–2027 (1/2) DRAFT

### ACTIONS: MEANINGFUL PARTICIPATION

		AGENCIES	REPORTING MEASURES
1.1	Develop, maintain, and promote internal policies that institutionalise commitment to gender equality and non-discrimination and ensure that people of all genders are safe and empowered to meaningfully participate in the security sector. Where policies are already in place, assess their sufficiency and alignment with CEDAW, and update as needed.	FPF, MHAJ, RFMF	Policies in place (Y/N); staff aware of policies (%) and judge them to be sufficient (%)
1.2	Review and amend the Employment Relations Act 2007 so that it applies to the RFMF, FPF, and Fiji Corrections Service, and is in full alignment with CEDAW.	MEPIR	Legislation amended (Y/N)
1.3	Commission independent, methodologically rigorous research on the barriers to uniformed women's meaningful participation in the disciplined forces, with a focus on peace operations.	FPF, RFMF	Barrier assessment reports published (Y/N)
1.4	Use barrier assessment findings (see 1.3) to develop gender inclusion roadmaps with realistic but ambitious targets for women's meaningful participation in the disciplined forces across all ranks and roles and in peace operations.	FPF, RFMF	Roadmaps developed (Y/N), endorsed by COMPOL/GRFMF (Y/N), and roll out started (Y/N)
1.5	Establish a mechanism to augment the ability of women and girls to participate in security sector oversight and accountability.	MHAJ	Mechanism scoped (Y/N) and established (Y/N)
1.6	Increasingly nominate qualified women to uniformed and non-uniformed roles in support of regional and international peace and security.	FPF, MFA, RFMF	Women nominated (#, %)
1.7	Reinforce and support community peacebuilding and conflict prevention efforts undertaken by CSOs.	MHAJ, MW/CSP	Contracts (#) and funding (\$) awarded to CSOs

### ACTIONS: MAINSTREAMING GENDER

		AGENCIES	REPORTING MEASURES
2.1	Actively engage women and girls in all their diversity in the National Security and Defence Review, and mainstream gender considerations into the National Security Strategy, ensuring that the WPS agenda is reflected in the nation's premier defence and security policy document and associated monitoring and evaluation framework.	MHAJ	Active engagement (Y/N) and WPS reflected (Y/N)
2.2	Undertake gender analysis and targeted gender consultations as part of the review of the Security Industry Act 2010, ensuring that the private security sector is gender equitable and gender responsive.	MHAJ	Gender analysis conducted (Y/N) and gender consultations held (Y/N)
2.3	Ensure that basic training and peacekeeping pre-deployment training covers gender equality and mainstreaming, sexual ethics and respectful relationships, and prevention of gender-based and sexual violence and exploitation, and deliver bridging training for established personnel.	FPF, RFMF	Training programme review (Y/N) and training delivery (hr/person)
2.4	Enhance the ability of personnel to receive sensitive disclosures and respond to cases of gender-based and sexual violence in an effective and survivor-centric way.	FPF, RFMF	SOP review (Y/N) and training delivery (hr/person)
2.5	Develop clear processes for vetting against, investigating, and responding to alleged and proven gender-based and sexual violence offences committed by prospective recruits and uniformed personnel on and off duty, in Fiji and abroad.	FPF, RFMF	Adequate processes developed (Y/N) and used (Y/N) ▶

## WOMEN, PEACE AND SECURITY NATIONAL ACTION PLAN 2024–2027 (2/2) DRAFT

ACTIONS: MAINSTREAMING GENDER (continued)		AGENCIES	REPORTING MEASURES
2.6.	Provide trauma-informed post-tour reintegration support for returning peacekeepers and service personnel.	FPF, RFMF	Trauma-informed processes in place (Y/N) and used (Y/N)
2.7.	Promote the MHAI gender and diversity mainstreaming handbook to ensure that policy officials and assessments analysis in the ministry have guidance to support them to consistently reflect gender considerations in their work.	MHAI	Staff aware of (%) and using (%) handbook
2.8.	Establish and maintain Gender Mainstreaming Action Groups (GMAGs) or equivalent to support capability uplift in gender mainstreaming and gender-responsive planning and budgeting. GMAGs should have direct and regular access to senior decision makers, include representatives from across the organisation, and produce and deliver annual Gender Mainstreaming Action Plans (GMAPs).	FPF, MHAI, RFMF	GMAGs or equivalent established (Y/N)
2.9.	Ensure that GMAG members (see 2.8) have access to ongoing learning opportunities to bolster their ability to serve as gender mainstreaming leaders in their organisations.	FPF, MHAI, RFMF	Training received by GMAG members (in/person)
2.10.	Provide unconscious bias training for senior leaders so that they can effectively champion diversity and inclusion within their institutions.	FPF, MHAI, RFMF, MFA	Senior leaders trained on unconscious bias (%)
2.11.	Trial the establishment of a fulltime technical gender advisor position, reporting to PS HAI and available to support gender equality and gender mainstreaming across FPF, MHAI, and RFMF.	MHAI	Position trialled (Y/N)

ACTIONS: USING OUR VOICE		AGENCIES	REPORTING MEASURES
3.1.	Promote WPS at regional and international defence and security fora, including sharing challenges, successes, and resources with partners.	FPF, MHAI, MFA, RFMF	Contributions at regional (#) and international (#) fora
3.2.	Work with Pacific Islands Forum members to foster regionally coordinated engagement on WPS at international fora.	MHAI, MFA	Regionally coordinated engagement (Y/N)
3.3.	Designate the Military and Police Advisor (MPA) at Fiji's Permanent Mission to the UN as the national Women, Peace and Security ambassador, responsible for supporting a coordinated approach to advocacy and championing of the WPS agenda on the international stage.	MHAI	MPA job description updated (Y/N)
3.4.	Advise Cabinet on accession to the Optional Protocol of CEDAW, which would strongly signal Fiji's commitment to non-discrimination and women's full participation in society, including in peace, political, and security decision making.	MFA, MWOSP	Advice provided (Y/N)
3.5.	Advise Cabinet on accession to the Arms Trade Treaty, which would strongly signal Fiji's commitment to preventing the export of arms to countries where they could be used to commit or facilitate gender-based or sexual violence.	MHAI, MFA	Advice provided (Y/N)
3.6.	Facilitate the delivery of gender-sensitive communications and media training for security sector media personnel and local journalists, with a focus on traditional security issues.	MHAI	Training delivered (Y/N)

## IMPLEMENTATION AND ACCOUNTABILITY STRATEGY DRAFT

### PROGRESS REPORTING AND FIJI'S NEXT NAP

The implementation and impacts of Fiji's first NAP will be reported on transparently and in partnership with CSOs. Each year, the Interagency Working Group on WPS will assess progress against the measures identified in the WPS NAP, and will meet with CSOs and invite them to produce an independent parallel report, sharing perspectives on the sufficiency of the government's implementation efforts. Progress reports will be made available to the public and tabled with Cabinet and the Parliamentary Standing Committee on Foreign Affairs and Defence.

- 

Oct 2024  
WPS NAP launch
- 

Apr 2025  
Interagency progress report 1
- 

May 2025  
CSO talanoa and invited parallel report 1
- 

Apr 2026  
Interagency progress report 2
- 

May 2026  
CSO talanoa and invited parallel report 2
- 

Apr 2027  
Interagency progress report 3
- 

May 2027  
CSO talanoa and invited parallel report 3
- 

Aug 2027  
Framework review and development of second NAP



MHAI internal gender policy launch, with support from the RFMF, FPF, MWCSF, and Pacific Disability Forum. Photo credit: MHAI (2024).

### INTERAGENCY COORDINATION

FPF, MFA, MHAI, MWCSF, and RFMF will develop a detailed WPS NAP implementation workplan, and will meet at least quarterly to share implementation updates, exchange resources and insights, identify areas for cooperation and coordination, and produce annual progress reports. MHAI will be the chair and secretariat for the Interagency Working Group on WPS, which will report to the Minister of Home Affairs and Immigration.

The core members of the working group will be supported by other government agencies, including MEPIR, the Ministry of Multi-Ethnic Affairs and Sugar Industry, and the Ministry of iTaukei Affairs. The Interagency Working Group on WPS will engage with regional and international partners and experts to gain insights and leverage opportunities as it seeks to effectively implement the WPS NAP. It will also engage with CSOs in an annual talanoa and on an ad hoc basis.

### FUNDING THE NAP

Agencies identified in the WPS NAP will seek implementation funding and resources through their individual budget submissions and in alignment with the Government of Fiji's commitment to advance gender-responsive budgeting. Domestic funding will be supplemented by support from partner governments and intergovernmental and non-governmental organisations, including but not limited to the Elsie Initiative Fund.



Interagency institutional capacity development and gender-responsive budgeting and planning workshop. Photo credit: MWCSF (2024).

### HOW FIJI'S FIRST NAP WAS MADE

Sep 2022  
NAP orientation workshop

Jul 2023  
Govt & CSO WPS NAP meeting

Apr 2024  
MHAI-led WPS NAP drafting

May 2024  
Cross-govt consultation

Aug 2024  
Partner, public, & CSO consultation

Oct 2024  
Launch of WPS NAP



**Women, Peace and Security Framework and National Action Plan 2024–2027**

Published by the Ministry of Home Affairs and Immigration on behalf of the Government of the Republic of Fiji Month 2024

Physical address: Level 2, New Wing, Government Building, 26 Gladstone Road, Suva | Postal address: PO Box 2349, Government Building, Suva

Phone: +679 321 1754 | +679 321 1706 | Fax: +679 331 7721 | +679 330 0346 | Web: [www.defence.gov.fj](http://www.defence.gov.fj)

Exchange Rate: 1 USD = 2.2094 EGP @ 7/2025  
 Exchange Rate: 1 AUD = 1.4643 EGP @ 6/2022  
 Project Title: UNF WFP/MSW Study  
 Project Period: 2 months  
 UNF Number: P/P Project Code (PP)

Activity	Item	UNDO Category	Unit	Qty	# of units	Unit Price in AUD	Total Item Price AUD	Unit Price in USD	Total Item Price USD	Activity Subtotal - National Currency	USD Total from Prior (1 USD = Current)	Activity Subtotal in USD	Elves CTS Justification
Project Management Costs	Coord. Meetings	1. Staff and other personnel cost	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	Activities undertaken by host food requirements (for starter and lunch) weekly project meeting, weekly for a year, for both five member and Elves CTS teams.
	Project meetings	1. Staff and other personnel cost	EA	1	76	272.80	272.80	482.01	10,900.17	10,900.17	54,202.03	54,202.03	This work covers the 1800 CTS project start to attend Council's training. Through discussion with Council we have already significantly reduced the number of hours reported in training from 1800 to 76 hours. The remaining 1724 hours are for the 1800 CTS and PM is trained in the relevant MOWF components, while reducing costs.
	Training	1. Staff and other personnel cost	EA	1	97.5	272.80	26,598.00	482.01	39,000.65	39,000.65	131,651.35	131,651.35	These costs reflect the time (7 weeks) that will be in the field facilitating and supporting survey implementation.
	Salary	1. Staff and other personnel cost	EA	1	76	272.80	20,812.80	482.01	30,000.50	30,000.50	113,577.86	113,577.86	
	Project Coordinator Costs	1. Staff and other personnel cost	EA	0	0.00	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Project meetings	1. Staff and other personnel cost	EA	1	13.00	514.60	1,462.60	231.49	2,775.41	2,775.41	9,276.13	9,276.13	
	Project management	1. Staff and other personnel cost	EA	1	54.50	514.60	7,799.60	231.49	11,421.89	11,421.89	55,189.45	55,189.45	
	Training	1. Staff and other personnel cost	EA	1	7.50	514.60	1,062.00	231.49	1,701.20	1,701.20	5,274.69	5,274.69	
	Administrative support into work	1. Staff and other personnel cost	EA	1	37.50	514.60	5,462.00	231.49	8,000.00	8,000.00	16,622.44	16,622.44	
	Administrative support	1. Staff and other personnel cost	EA	1	18.75	514.60	2,746.00	231.49	4,007.00	4,007.00	11,811.72	11,811.72	
Project Management Costs	GPS rate (hour)	5. Travel	EA	1	35	590.00	27,550.00	73.15	40,332.25	40,332.25	518,249.94	518,249.94	
	GPS Rate (hour)	5. Travel	EA	1	14	594.00	5,094.00	528.33	7,110.68	7,110.68	5,354.01	5,354.01	
	Vehicle hire for start up meetings	4. Contracted Services	EA	1	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Equipment	2. Supplies, Commodities, Materials	EA	1	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Transportation for Elves CTS Assessment Team	5. Travel	EA	1	3.5	12,218.00	4,263.00	1,785.35	6,250.84	6,250.84	5,283.07	5,283.07	
	Vehicle hire	4. Contracted Services	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Catering	5. Travel	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Stationery	2. Supplies, Commodities, Materials	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Travel	2. Supplies, Commodities, Materials	EA	1	12.5	514.68	2,062.00	38.16	802.26	802.26	5,188.71	5,188.71	
	Transportation	5. Travel	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
Proposed activities for the development assessment plan	Elves Clearance Press	7. General Operating and other travel costs	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Research/Work permits	7. General Operating and other travel costs	EA	1	2	544.60	989.20	654.95	1,307.70	1,307.70	552.76	552.76	
	Travel	7. General Operating and other travel costs	EA	1	0.5	500.00	500.00	146.03	73.32	73.32	523.18	523.18	
	Transportation	5. Travel	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Elves Clearance Press	7. General Operating and other travel costs	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Research/Work permits	7. General Operating and other travel costs	EA	1	2	544.60	989.20	654.95	1,307.70	1,307.70	552.76	552.76	
	Travel	7. General Operating and other travel costs	EA	1	0.5	500.00	500.00	146.03	73.32	73.32	523.18	523.18	
	Transportation	5. Travel	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Elves Clearance Press	7. General Operating and other travel costs	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Research/Work permits	7. General Operating and other travel costs	EA	1	2	544.60	989.20	654.95	1,307.70	1,307.70	552.76	552.76	
Travel	7. General Operating and other travel costs	EA	1	0.5	500.00	500.00	146.03	73.32	73.32	523.18	523.18		
Transportation	5. Travel	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00		

Exchange Rate: 1 USD = 2.2094 EGP @ 7/2025  
 Exchange Rate: 1 AUD = 1.4643 EGP @ 6/2022  
 Project Title: UNF WFP/MSW Study  
 Project Period: 2 months  
 UNF Number: P/P Project Code (PP)

Activity	Item	UNDO Category	Unit	Qty	# of units	Unit Price in AUD	Total Item Price AUD	Unit Price in USD	Total Item Price USD	Activity Subtotal - National Currency	USD Total from Prior (1 USD = Current)	Activity Subtotal in USD	Elves CTS Justification
Project Management Costs	Coord. Meetings	1. Staff and other personnel cost	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	Activities undertaken by host food requirements (for starter and lunch) weekly project meeting, weekly for a year, for both five member and Elves CTS teams.
	Project meetings	1. Staff and other personnel cost	EA	1	76	272.80	272.80	482.01	10,900.17	10,900.17	54,202.03	54,202.03	This work covers the 1800 CTS project start to attend Council's training. Through discussion with Council we have already significantly reduced the number of hours reported in training from 1800 to 76 hours. The remaining 1724 hours are for the 1800 CTS and PM is trained in the relevant MOWF components, while reducing costs.
	Training	1. Staff and other personnel cost	EA	1	97.5	272.80	26,598.00	482.01	39,000.65	39,000.65	131,651.35	131,651.35	These costs reflect the time (7 weeks) that will be in the field facilitating and supporting survey implementation.
	Salary	1. Staff and other personnel cost	EA	1	76	272.80	20,812.80	482.01	30,000.50	30,000.50	113,577.86	113,577.86	
	Project Coordinator Costs	1. Staff and other personnel cost	EA	0	0.00	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Project meetings	1. Staff and other personnel cost	EA	1	13.00	514.60	1,462.60	231.49	2,775.41	2,775.41	9,276.13	9,276.13	
	Project management	1. Staff and other personnel cost	EA	1	54.50	514.60	7,799.60	231.49	11,421.89	11,421.89	55,189.45	55,189.45	
	Training	1. Staff and other personnel cost	EA	1	7.50	514.60	1,062.00	231.49	1,701.20	1,701.20	5,274.69	5,274.69	
	Administrative support into work	1. Staff and other personnel cost	EA	1	37.50	514.60	5,462.00	231.49	8,000.00	8,000.00	16,622.44	16,622.44	
	Administrative support	1. Staff and other personnel cost	EA	1	18.75	514.60	2,746.00	231.49	4,007.00	4,007.00	11,811.72	11,811.72	
Project Management Costs	GPS rate (hour)	5. Travel	EA	1	35	590.00	27,550.00	73.15	40,332.25	40,332.25	518,249.94	518,249.94	
	GPS Rate (hour)	5. Travel	EA	1	14	594.00	5,094.00	528.33	7,110.68	7,110.68	5,354.01	5,354.01	
	Vehicle hire for start up meetings	4. Contracted Services	EA	1	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Equipment	2. Supplies, Commodities, Materials	EA	1	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Transportation for Elves CTS Assessment Team	5. Travel	EA	1	3.5	12,218.00	4,263.00	1,785.35	6,250.84	6,250.84	5,283.07	5,283.07	
	Vehicle hire	4. Contracted Services	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Catering	5. Travel	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Stationery	2. Supplies, Commodities, Materials	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Travel	2. Supplies, Commodities, Materials	EA	1	12.5	514.68	2,062.00	38.16	802.26	802.26	5,188.71	5,188.71	
	Transportation	5. Travel	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
Proposed activities for the development assessment plan	Elves Clearance Press	7. General Operating and other travel costs	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Research/Work permits	7. General Operating and other travel costs	EA	1	2	544.60	989.20	654.95	1,307.70	1,307.70	552.76	552.76	
	Travel	7. General Operating and other travel costs	EA	1	0.5	500.00	500.00	146.03	73.32	73.32	523.18	523.18	
	Transportation	5. Travel	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Elves Clearance Press	7. General Operating and other travel costs	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Research/Work permits	7. General Operating and other travel costs	EA	1	2	544.60	989.20	654.95	1,307.70	1,307.70	552.76	552.76	
	Travel	7. General Operating and other travel costs	EA	1	0.5	500.00	500.00	146.03	73.32	73.32	523.18	523.18	
	Transportation	5. Travel	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Elves Clearance Press	7. General Operating and other travel costs	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Research/Work permits	7. General Operating and other travel costs	EA	1	2	544.60	989.20	654.95	1,307.70	1,307.70	552.76	552.76	
Travel	7. General Operating and other travel costs	EA	1	0.5	500.00	500.00	146.03	73.32	73.32	523.18	523.18		
Transportation	5. Travel	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00		

Exchange Rate: 1 USD = 2.2094 EGP @ 7/2025  
 Exchange Rate: 1 AUD = 1.4643 EGP @ 6/2022  
 Project Title: UNF WFP/MSW Study  
 Project Period: 2 months  
 UNF Number: P/P Project Code (PP)

Activity	Item	UNDO Category	Unit	Qty	# of units	Unit Price in AUD	Total Item Price AUD	Unit Price in USD	Total Item Price USD	Activity Subtotal - National Currency	USD Total from Prior (1 USD = Current)	Activity Subtotal in USD	Elves CTS Justification
Project Management Costs	Coord. Meetings	1. Staff and other personnel cost	EA	0	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	Activities undertaken by host food requirements (for starter and lunch) weekly project meeting, weekly for a year, for both five member and Elves CTS teams.
	Project meetings	1. Staff and other personnel cost	EA	1	76	272.80	272.80	482.01	10,900.17	10,900.17	54,202.03	54,202.03	This work covers the 1800 CTS project start to attend Council's training. Through discussion with Council we have already significantly reduced the number of hours reported in training from 1800 to 76 hours. The remaining 1724 hours are for the 1800 CTS and PM is trained in the relevant MOWF components, while reducing costs.
	Training	1. Staff and other personnel cost	EA	1	97.5	272.80	26,598.00	482.01	39,000.65	39,000.65	131,651.35	131,651.35	These costs reflect the time (7 weeks) that will be in the field facilitating and supporting survey implementation.
	Salary	1. Staff and other personnel cost	EA	1	76	272.80	20,812.80	482.01	30,000.50	30,000.50	113,577.86	113,577.86	
	Project Coordinator Costs	1. Staff and other personnel cost	EA	0	0.00	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Project meetings	1. Staff and other personnel cost	EA	1	13.00	514.60	1,462.60	231.49	2,775.41	2,775.41	9,276.13	9,276.13	
	Project management	1. Staff and other personnel cost	EA	1	54.50	514.60	7,799.60	231.49	11,421.89	11,421.89	55,189.45	55,189.45	
	Training	1. Staff and other personnel cost	EA	1	7.50	514.60	1,062.00	231.49	1,701.20	1,701.20	5,274.69	5,274.69	
	Administrative support into work	1. Staff and other personnel cost	EA	1	37.50	514.60	5,462.00	231.49	8,000.00	8,000.00	16,622.44	16,622.44	
	Administrative support	1. Staff and other personnel cost	EA	1	18.75	514.60	2,746.00	231.49	4,007.00	4,007.00	11,811.72	11,811.72	
Project Management Costs	GPS rate (hour)	5. Travel	EA	1	35	590.00	27,550.00	73.15	40,332.25	40,332.25	518,249.94	518,249.94	
	GPS Rate (hour)	5. Travel	EA	1	14	594.00	5,094.00	528.33	7,110.68	7,110.68	5,354.01	5,354.01	
	Vehicle hire for start up meetings	4. Contracted Services	EA	1	0	50.00	0.00	0.00	0.00	0.00	50.00	50.00	
	Equipment	2. Supplies, Commodities, Materials	EA	1	0	50.00	0.00	0.00</					





Activity 4: Validation process Can include a report or longer oral report 3-day or longer validation workshop	Stationery and materials for workshop	2. Supplies, Commodities, Materials	EA	1	0.5	50.00	25.00	71.37	86.66	\$48.59	Printing, stationery and supplies (reimbursements) i.e., 25 reimburse for attendees, 11 for chairs, etc.
Activity 4: Validation process Can include a report or longer oral report 3-day or longer validation workshop	Facilitation fees	1. Staff and other personnel	EA	0	0	50.00	0.00	0.00	0.00	\$0.00	
	Report proofreading	1. Staff and other personnel	EA	1	30	587.25	543.52	275.56	82.96.94	\$3,222.07	
	Report layout	4. Contracted services	EA	1	18.5	518.25	1,948.13	274.56	2,882.93	\$1,388.79	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
	Oral report (preparation and delivery)	1. Staff and other personnel	EA	1	15	222.80	4,092.00	480.01	8,000.10	\$2,275.58	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
	Validation workshop (preparation and delivery)	1. Staff and other personnel	EA	1	45	822.80	12,276.60	476.01	18,000.30	\$8,146.77	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
	Focus group (preparation and delivery)	1. Staff and other personnel	EA	1	22.5	822.80	6,138.80	460.01	9,900.15	\$4,073.39	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
	Focus group with women personnel	2. Supplies, Commodities, Materials	EA	0	0	50.00	0.00	0.00	0.00	\$0.00	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
	Focus Group Transportation	5. Travel	EA	0	0	50.00	0.00	0.00	0.00	\$0.00	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
	Focus Group Accommodation	6. Contracted Services	EA	1	1	54,555.50	4,535.57	6,622.40	6,650.40	\$3,070.91	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
	Report printing	4. Contracted Services	EA	0	0	50.00	0.00	0.00	0.00	\$0.00	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
Activity 2: Project Management Costs (where a recipient is not required)	Transportation (if necessary)	4. Contracted Services	EA	0	0	50.00	0.00	0.00	0.00	\$0.00	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
	Transportation of report (if necessary)	4. Contracted Services	EA	0	0	50.00	0.00	0.00	0.00	\$0.00	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
	Transportation of report (if necessary)	3. Equipment, Vehicles and Furniture	EA	1	0.5	52,298.80	1,147.40	3,848.37	1,687.43	\$94.45	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
	Report layout - regional	3. Equipment, Vehicles and Furniture	EA	0	0	50.00	0.00	0.00	0.00	\$0.00	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
	Communication campaign to support MDW	3. Equipment, Vehicles and Furniture	EA	0	0	50.00	0.00	0.00	0.00	\$0.00	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
	National Programme Analyst	1. Staff and other personnel	EA	1	0.5	50.00	0.00	0.00	0.00	\$0.00	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
	National Programme Analyst (20%)	1. Staff and other personnel	EA	1	0.5	50.00	0.00	0.00	0.00	\$0.00	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
	Contract	3. Equipment, Vehicles and Furniture	EA	1	0.5	50.00	0.00	0.00	0.00	\$0.00	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
	Contract	3. Equipment, Vehicles and Furniture	EA	1	0.5	50.00	0.00	0.00	0.00	\$0.00	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
	5% contingency costs	1. General operating and other direct cost	EA	1	0.5	50.00	0.00	0.00	0.00	\$0.00	Link used is "Stationery" for example, business paper, manila, printing, SVKIT
<b>Grand total</b>					<b>375,375.98</b>	<b>48,372.98</b>	<b>550,413.79</b>	<b>375,375.98</b>	<b>\$261,567.99</b>	<b>\$261,567.99</b>	

Changes made to reflect the average report length of 75 pages (typically 400 words per page) total 10,000 words, taking in to account the 20% contingency. Total cost compared to 20,000 words, 75 hours of labour for further print and mail. Description of additional activities can be found in the Attribution Government Style Manual

Transportation and venue cost have been reimbursed throughout. The means that staffing costs (primarily salary costs of researchers) are the