

Government of Burundi

United Nations Integrated Office in Burundi (BINUB)

United Nations Children's Fund (UNICEF)

United Nations Development Programme (UNDP)

Security Sector Reform and Small Arms Joint Programme

The Security Sector Reform and Small Arms Joint Programme will support the Government of Burundi in:

- Completing of the Disarmament and Demobilization process, including the implementation of the Cease-fire Agreement with the Palipehutu FNL;
- Developing and Implementing of a National Plan for the Reform of the Security Sector; and
- Combating the Proliferation of Small Arms and Light Weapons, including Disarmament of the Civilian Population

SITUATION ANALYSIS AND PROGRAMME RATIONALE

Since its independence in 1962, Burundi has experienced regular periodic outbreaks of violence largely caused by inter-ethnic tensions and conflicts over land. As Burundi emerges from its latest cycle of violence, the Government's ability to address these two factors of instability will largely determine whether peace is consolidated or whether Burundi continues its pernicious cycle of conflict and insecurity.

Much of this depends on the ability of the security sector institutions -- the armed forces, the national police, and intelligence services - to successfully transform themselves, into an impartial, transparent, and service-oriented professional force that is subject to civilian control and oversight. Moreover, as Burundi emerges from its latest bout of insecurity, the proper control, collection, and containment of small arms and light weapons must also be addressed. Finally, the signing of the ceasefire agreement with the last rebel movement in September 2006 offers an important opportunity to continue and finalise the demobilisation and reintegration process..

A manageable, accountable and professional security sector is a prerequisite for longer-term sustainable development. Hence, immediate attention must be given to rectify imbalances and deficiencies in Burundi's current security sector. These include:

1. The prompt disarmament, demobilization and reintegration of ex-combatants. To date, close to half of the 44,000 targeted soldiers have been successfully reintegrated into Burundian society. A professional armed force of 25,000 is currently envisioned.
2. The prompt restructuring, training, and equipping of a capable and professional national police force. To date, however, less than 3000 of the current 20,000 police have had any rudimentary police training.
3. The transparent assurance that the intelligence service (SNR) is accountable and professionalized

The goal of Security Sector Reform (SSR) is the transformation of security institutions to play an effective, legitimate and democratically accountable role in providing external and internal security for their citizens. In Burundi, the initial steps in the transformation of the security sector have been undertaken with ONUB technical and policy support to Government.

In its approach to SSR, the Government has identified the principle role players to be the Ministry of Defense and Veterans Affairs, the Ministry of Interior and Public Security and the Department of National Intelligence. These ministries aim to build capacity internally before embarking on SSR activities on the national level. In general, they will commence with personnel identification processes in order to improve the oversight and control over their departments. This process will then extend to other fields, such as, logistics and facilities improvements, human resources and financial management and, in combination with capacity building and training, enhancing the professionalization of the security sector.

With the establishment of BINUB, a unique opportunity exists for the UN to provide further support to the Government in addressing the most pressing concerns in this sector including: the completion the DDR process vis-à-vis former combatants; a public campaign to reduce the numbers of small arms in circulation; the establishment and implementation of a SSR strategy; the professionalization and capacity building of the police, armed forces and SNR.

PROGRAMME GOAL AND STRATEGY

The overall goal of the Security Sector Reform and Small Arms Joint Programme

for Burundi for 2007-2008 is to support Government efforts in improving the security situation in the country through the reduction of the underlying factors of insecurity and the transformation of the security forces/services.

Guiding principles:

In defining the programme strategy and approach to achieve these objectives, the UN organizations participating within the framework of this programme first identified the relevant interventions included in the PRSP, existing Government plans, the joint UN/Government Road Map, and the Peacebuilding Priority Plan and identified specific activities to be supported by the UN in the context of the Joint Programme according to the following criteria:

- The activities have an impact on peace consolidation in Burundi over the next two years;
- The activities can be implemented and produce visible results within the two-year period.
- The activities are not already included in on-going or planned interventions by other actors;
- The UN will add concrete value in supporting these activities based on its competitive advantage, existing country-level capacities, and its ability to quickly draw on and bring in appropriate expertise;
- More than one UN agency can contribute to the implementation of the activities.

Specific Objectives:

In order to achieve the overall programme goal, and define the UN's strategic approach as well as detailed activities, the following specific objectives have been identified:

- 1) Support Government efforts for the reduction in the circulation of illegal small arms and light weapons through an efficient civilian disarmament program and reduction of the impact of mines and unexploded ordnances on the population;
- 2) Support the completion of the demobilization and reintegration of former combatants, soldiers and child soldiers, including the implementation ceasefire agreement with Palipehutu FNL;
- 3) Support the professionalization of the Government institutions responsible for the security sector and provision of security in accordance with the rule of law and international standards.

Strategic Approach

Security sector reform (SSR) is a sensitive area of development in any post conflict setting as it deals directly with national security and the capacity to guarantee the sovereignty of the state. It is for this reason that BINUB has been mandated to support the Government in its efforts towards finalising its DDR program, fighting against the proliferation of small arms and light weapons (SALW) including through civilian disarmament and implementing a wider reform of the security sector. As with all other change processes, lasting positive change in the security sector can only take place if led by the Government. This is especially true in Burundi as the country faces the challenges of a peace consolidation phase and moves towards longer term development initiatives.

The support to be provided by the UN in each of these areas is closely based on the priorities for security sector reform and DDR articulated by the Government in a number of frameworks, most notably the PRSP and the GoB/UN Road-Map. The latter in particular identifies a number of priorities for UN support to Government efforts, including:

- Supporting the implementation of a national SSR plan;
- Supporting the development and implementation of programmes to strengthen the capacities of the security forces (PNB, FDN, others);
- Support the establishment of SSR coordination mechanisms;
- Support the coordination of international assistance for the rehabilitation and the construction of infrastructure and the acquisition of adequate logistical means;
- Support efforts to address and reduce small arms proliferation;
- Support the completion of the DDR programme;
- Support the establishment for mechanisms to prevent and manage natural disasters;
- Support the Mine Action Coordination Center.

On this basis, the United Nations Security Council, in its resolution establishing BINUB (1719 of 25 October), mandated the UN to support the Government in:

- Support for the implementation of the Dar-es-Salaam Comprehensive Ceasefire Agreement of 7 September 2006;
- Support for the development of a national plan for the reform of the security sector, including human rights training, and provision of technical assistance for its implementation, including training and capacity-building for the Burundi National Police, and technical assistance to enhance the professionalization of the National Defence Force of Burundi;
- Support for the completion of the national programme for the demobilization and reintegration of former combatants;
- Support for efforts to combat the proliferation of small arms and light weapons.

In addition, the UN will also support the GoB in the implementation of the Peacebuilding Priority Plan, to be funded by the Peacebuilding Fund, which identifies a number of critical interventions that need to be urgently implemented in order to address threats to peace consolidation in the near-term.

The objectives for UN support focus on three distinct but related areas: small arms, DDR, and security sector reform. In a sense these sets of activities can be viewed as a series: the completion of DDR represents the final end of the armed conflict in Burundi; the process of civilian disarmament of small arms and light weapons addresses a specific lingering effect of the conflict – namely the arming of the civilian population by military and rebels; and finally, the process of security sector reform lays the groundwork for security institutions to play an effective, legitimate, and democratically accountable role in providing external and internal security for their citizens.

Within each of the areas identified for UN support, the UN will implement a number of sequenced activities based on the priorities identified above, the results expected in the near term and the absorptive capacity. The following sections outline the UN's support strategy and expected results for each of these areas:

Objective 1: Reduction in the circulation of illegal small arms and light weapons through an efficient civilian disarmament program and reduction of the impact of mines and unexploded ordnances on the population

The Government has already approved its strategy for civilian disarmament and this programme will focus on supporting its implementation.

First, the UN will work to strengthen the institutional and legal framework by supporting the national small arms and civilian disarmament coordination structure and ensure its conformity with international obligations. . Support will be provided for amending the law on firearms, and training officers in the area of arms embargo.

Second, the UN will launch two ‘arms for development’ pilot projects in two provinces affected by insecurity due to the proliferation of weapons. Concurrently, the small arms insecurity in two urban areas – Bujumbura and Gitega – will be addressed by partnering with UN Habitat to undertake a ‘victimization survey,’ which is expected to lead to a greater understanding of why individuals retain small arms, and what conditions might allow them to relinquish them in 2008 or 2009 in both urban and rural settings. In parallel, the UN will support the launch of a concerted publicity campaign via civil society and GoB channels to sensitize the population on the existence of a disarmament program.

Finally, the UN will focus on strengthening the FDN and PNB to collect, register, and properly stock pile collected firearms, through the establishment of a computerized tracking system, the provision of basic tools for the destruction of weapons and assistance to the PNB in developing a single field-index on light and small arms.

Mine Action

The United Nations Mine Action Service (UNMAS) programme was completed and transferred to the Government of Burundi on 1 August 2006. As the landmine problem in Burundi is relatively limited, on-going mine action efforts aim to make highly and moderately impacted communities free of mines by July 2008. Currently, the national mine action programme is working toward realizing the following three main strategic objectives, as part of reconstruction and national development plans:

- 1) Accelerated clearance of highly and moderately affected areas to reduce the number of victims and increase access to social and economic assets;
- 2) Develop the capacity of the Burundi Mine Action Coordination Centre, within the Ministry of Interior and Public Security, to effectively coordinate and manage mine action operations, as the effort will evolve from a UN managed programme to being a UN-supported and nationally owned program;
- 3) Mainstream mine action within national development plans, the UNDAF and national poverty reduction plans (PRSP), and include the mine action program within the national budget.

Objective 2: Completion of the demobilization and reintegration of former combatants, soldiers and child soldiers, including the implementation of the relevant components of the ceasefire agreement with Palipehutu FNL (demobilization, reintegration and security).

The Government foresees that DDR will be concluded during 2007 and UN support will focus on two specific areas to help them meet this target.

First, the UN will assist the Facilitator¹ and Government with the implementation of the ceasefire agreement with the Palipehutu FNL. In particular, planning and design support will be provided to establish the Joint Verification and Monitoring Mechanism (JVMM).

Second, the UN will support the ongoing disarmament and demobilization of the FNL and members from the FDN. The Government has agreed that further demobilization of the FDN will continue for the FDN to reach a target number of 25,000 members by the end of December 2007. The ES/NCDRR will complete this process with the UN assisting both them and the FDN with the final verification of this process. During the demobilization process child soldiers will receive priority attention to ensure that they are treated correctly in terms of the Cape Town Principles and that their reintegration with the families and communities proceed smoothly.

It is important to note that in Burundi the UN is not responsible for the implementation of the combatant reintegration process as this is managed through a partnership between the ES/NCDRR and the World Bank MDRP. However, the UN will monitor progress to support both implementing partners as required.

Objective 3: Professionalization of the Government institutions responsible for the security sector and provision of security in accordance with the rule of law and international standards

The UN will support security sector reform by focusing on institutional capacity building and training assistance. The UN's support will be in five key areas:

First, the UN will assist with the development of national plans for reform, including sector specific plans for the FDN, the PNB and the SNR.

Second, the UN will strengthen the capacity of the security sector to operate effectively. Training will be provided across the sector for general skills to enhance planning, policy development and budgeting. In addition there will be specifically targeted training programmes to meet priority needs – for example the special investigation unit and anti-crime unit of the PNB and the SNR will receive training in human rights. To improve overall transparency and accountability the UN will focus on strengthening the Office of the Inspector General and improving parliamentary oversight of the security sector so that it becomes common practice.

Third, the UN will support the establishment of coordination mechanisms in the security sector, including a coordinated response system for natural disasters.

Fourth, the UN will enhance management capacity for the rehabilitation and/ or the construction of priority facilities for the sector and provide basic infrastructure and equipment to ensure that responsible and effective services can be provided.

Finally, the UN will assist the police with establishing special units responsible for monitoring youth rights and managing sexual violence cases.

¹ The Facilitator is the representative of the Regional Initiative (Uganda, Tanzania, South Africa) who brokered the Ceasefire agreement between Government and the Palipehutu FNL and who will establish an office in Burundi to oversee the implementation of the agreement.

Value Added by the UN

The UN has a critical role to play in the areas of DDR, SSR, Small Arms and Mine Action in Burundi. Working closely with national counterparts on these challenges, the UN system in Burundi has become a trusted partner of the Government. In particular, the UN has provided critical and concrete support in:

- Establishing the joint monitoring structures for coordination of security during the elections;
- Mobilizing international support to the ES/NCDRR for tented accommodation for combatants in the cantonment sites;
- Assisting the ES/NCDRR for the repatriation of combatants from foreign soil by liaising with MONUC;
- Supporting the newly established PNB through basic and orientation training;
- Providing training support to the FDN for facility preparation
- Providing the equipment and training for the start of the weapons destruction process

ONUB was able to successfully sensitize Government to the importance of future SSR to create a secure environment as platform from which economic and social development will be possible.

By bringing together the expertise and resources of UN agencies under one framework, the Joint Programme seeks to build on these accomplishments and increase the UN support for SSR in Burundi. The Joint Programme will also provide a mechanism through which other development partners can provide support for the development of the security sector. This is especially important because despite the importance of security sector reform for development, international partners, including bilaterals are often reluctant to provide resources explicitly for this sector. The UN's experience in this sector; however, provides a means to fill this gap and encourages development partners to support this work via UN auspices.

In this regard, the UN intends to add value to current efforts by channeling its support on the basis of a specific set of 'services':

- Supporting strengthening of institutional capacities through close partnering with government counterparts in implementation of specific activities (including through temporary co-location of UN staff in Ministries) in order to facilitate knowledge-transfer and provision of technical advice;
- Promoting and facilitating policy and technical dialogue at the sector level, wherein UN experts would also provide technical and expert advice;
- Leading and coordinating advocacy efforts on issues related to SSR, DDR and small arms reduction, both with the Government, other national actors, and the broader international community;
- Supporting the Government and other national actors through the direct implementation, on a temporary basis, of very specific activities for which no other capacity currently exists in the country.

Sustainability / Exit Strategy

BINUB's engagement in Burundi, assuming that the political situation in the country remains stable, will be a time-sensitive one, so a clear exit strategy is a crucial element of joint program planning. In SSR, the structural changes that need to occur in the country are very broad and deep

and it is therefore not realistic to think that the process will have been completed in the next two years. Thus, in order for the focus of the next two years' of work to succeed, concentrated work in this sector will need to continue after BINUB has passed from the scene. The exit strategy is, therefore, two-fold.

First, by working closely with Government over the next two years, the UN will build capacity within the ministries most pertinent to SSR and by the end of BINUB's mandate, these ministries will better be able to carry on these activities themselves.

Second, the UN agencies and programmes that remain on the ground will play important roles in ensuring continuity in staffing and programming post-BINUB.

As described in the Addendum to the Secretary General's Seventh Report on Burundi (S/2006/429, 14 August) the key benchmarks that constitute the basis for the Programme's exit strategy consist of:

- The development, adoption and launching of a national plan for the reform of the security sector will be a critical area in which BINUB would be expected to assist the Government. A key benchmark would be the ability of an integrated FDN to assume its defense responsibilities in accordance with democratic principles. In turn, an adequately resourced, structured and trained Burundi National Police force would assume responsibility for ensuring law and order. Similarly, the responsibilities of the intelligence service would be limited to gathering and analyzing intelligence in conformity with international standards.
- Achieving this would require, inter alia, ensuring civilian control of the security forces through civilian oversight mechanisms; consolidating command and control structures; making progress towards the establishment of systems for the transparent management of financial resources and personnel of the security forces; implementing programmes for comprehensive training, including in human rights standards, with the support of BINUB and other partners; and providing enhanced, coordinated bilateral assistance in the rehabilitation of vital infrastructure, as well as in addressing the logistical and material requirements of the security forces. The establishment of a national mechanism for security sector coordination would be a further benchmark.
- In addition, the initiation and implementation of an effective, comprehensive civilian disarmament programme, including the adoption of a national legal framework regulating the civilian ownership of weapons in Burundi should be completed with the support of BINUB. The development, adoption and launching of a comprehensive strategy against the proliferation of small arms and light weapons, as well as the completion of the disarmament and demobilization of former combatants, would also constitute a key benchmark.

IMPLEMENTATION MODALITIES

In order to ensure that the Joint Programme is well sequenced and implemented in a manner that is consistent and coherent with the broader UN integrated peace consolidation strategy, the implementation of programme activities will be based on the following modalities:

Sequencing and linkages with programming in other areas

Small Arms

In the Small Arms sector, since a strategy is already in place the immediate next step will be to develop an action plan. This action plan will clearly outline the measures to be taken before a nationwide civilian disarmament programme can begin. These steps include the revision to the law on firearms, and training for the members of the security sector that will be managing the collection and storage of the weapons. A sensitization campaign will also be launched to inform and educate the population about the planned disarmament. The implementation of the full disarmament process will be informed by the lessons taken from two pilot projects which will also be launched under this programme – with a focus on ‘weapons for development’ rather than for cash incentives.

Of course, a critical precondition for the success of the civilian disarmament process will be the overall level of security in the country. If people are confident that the police, the army and the legal system, can protect their rights, then they will be more willing to give up their weapons. The success of civilian disarmament is therefore highly dependent on the successful achievement of other goals including human rights and justice.

DDR

In the DDR sector, support for monitoring will be provided along side support for the actual disarmament and demobilization process. The first priority for demobilization is the FNL as expressed in the ceasefire agreement and then the FDN for the government to achieve its end of year target. The UN and Government will collaborate closely with the African Union Special Protection Force and with development partners contributing to the provision of basic services to combatants in the assembly areas. There will also be close coordination with the World Bank and the ES/NCDRR, who are responsible for the reintegration stage of the process.

SSR

In the SSR sector, the first priority will be to support the development of national plans for security sector reform. The training, institutional capacity building and coordination initiatives will then be launched in accordance with the national plans. Accountability issues will be one of the first capacity building areas to be addressed to ensure that the sector assumes responsibility for its actions. For the physical rehabilitation of infrastructures, the focus for 2007 will be facilities considered most critical to enable the sector to implement proper management procedure and ensure accountability.

Cross-Cutting Issues – Gender and Children/Youth

The rights of women, children, and young people are key cross-cutting issues which have been or will be integrated into the planning and the execution of every activity described in this joint programme plan. Child soldiers are treated as a priority in the DDR program and female representation in the security sector will be emphasized and addressed in national recruitment and strategic planning. The security forces and services, especially the PNB, must be capable of handling cases of gender based violence, youth delinquency and violence against youth effectively. Special efforts are made in the programme to assist the PNB with capacity building to ensure that all police stations will be able manage these sensitive cases efficiently.

Coordination with partners

As stated above, the joint programme will include a number of programmatic partnerships, in particular in the area of DDR, where interventions will be implemented in coordination and complementarily with the African Union and the World Bank's MDRP.

In addition, the SSR and Small Arms Joint Programme Steering Committee which will be established to oversee the implementation of this programme (see management arrangements) will include the participation of key government counterparts as well as international partners, and will therefore provide a forum where critical issues related to this Programme and its impact on SSR, small arms reduction and DDR can be discussed.

Finally, ministerial and departmental mechanisms will be established to support the CNCA in its mission to coordinate and manage all international assistance, including that related to this programme.

Risks and mitigation factors

A critical risk to the creation of a professional security force is that abuses continue to occur, especially within the intelligence service and the population continues to fear rather than trust the security forces including in the SNR. To mitigate this risk, human rights training will be a core part of the capacity building component of this programme.

In addition, the implementation of the programme is that insufficient resources are mobilized to fund all the priority activities. It is expected that the inclusion of Burundi on the agenda of the Peacebuilding Commission and its eligibility for Peacebuilding Fund resources will provide the necessary leverage for the international community to support this critical component of stabilization and peace consolidation in Burundi.

Finally, a key assumption of this programme, which applies to all three areas, is that the Palipehutu FNL continues to willingly disarm and re-integrate its members into Burundian society. If such events fail to materialise, there would be obvious implications for the sustainability of the wider peacebuilding process

RESULTS FRAMEWORK

The results framework is based on the Burundi PRSP, the GoB/ UN Joint Roadmap for 2007-2008 and the Burundi UNDAF that clearly articulates the hierarchy of outputs, activities and inputs necessary to achieve the desired objectives and outcomes of the programme. The results framework indicates which agencies would be responsible for which results, based on their respective comparative advantages. The results framework also includes a time-frame for implementation of programme activities with performance indicators. The SSR Results Framework is attached as Annex A.

MANAGEMENT ARRANGEMENTS

The UN SSR and Small Arms Joint Programme is an inter-agency initiative implemented by BINUB and UNDP, OHCHR, UNIFEM and UNICEF. As such, it represents an integrated UN approach to providing support to Burundi in the areas of security sector reform, DDR, Small Arms control, and mine action.

The overall programme—as detailed the Results Framework—will be implemented under Direct Execution (DEX) modalities, while specific components or activities could be implemented

through National Execution (NEX), UN Agency or NGO execution modalities. The Executive Representative of the Secretary General / Resident Coordinator / Humanitarian Coordinator / UNDP Resident Representative (ERSG/RC/HC/RR) will have overall responsibility for the achievement of programme objectives and results.

Management and Coordination structure

The UN SSR and Small Arms Joint Programme will fall under the overall responsibility of the **SSR and Small Arms Joint Programme Steering Committee**. The Committee will be chaired by the ERSG/RC/HC and will be composed of the heads of the UN agencies and the BINUB Section participating in the Joint Programme, representatives of the Government Ministry serving as the technical counterpart to the Programme, a representative of the Government Peacebuilding Steering Committee, as well as key international partners and civil society with observer status. The SSR and Small Arms Joint Programme Steering Committee will have overall management authority over the Joint Programme. It will meet on a quarterly basis, or upon invitation from the Chair, to review the Programme's progress and discuss the strategic direction of the Programme and other SSR/Small arms related issues. The Steering Committee will also make decisions on any required changes to the joint programme.

In addition, the **UN Joint Programming Group**, composed of all agencies represented in Burundi and chaired by the Deputies for UNDP and UNICEF, will ensure that the Joint Programme is harmonized and coordinated with other UN efforts in the same sector or thematic area, promote establishment of cross-programmatic linkages between sectors and thematic areas, facilitate resource mobilisation efforts, and ensure the mainstreaming of gender, HIV/AIDS and child protection.

Both the Joint Programme Steering Committee and the PMG will receive secretariat support from the BINUB SSR and Small Arms Integrated Programme Management Section (IPMS) participating in the Joint Programme.

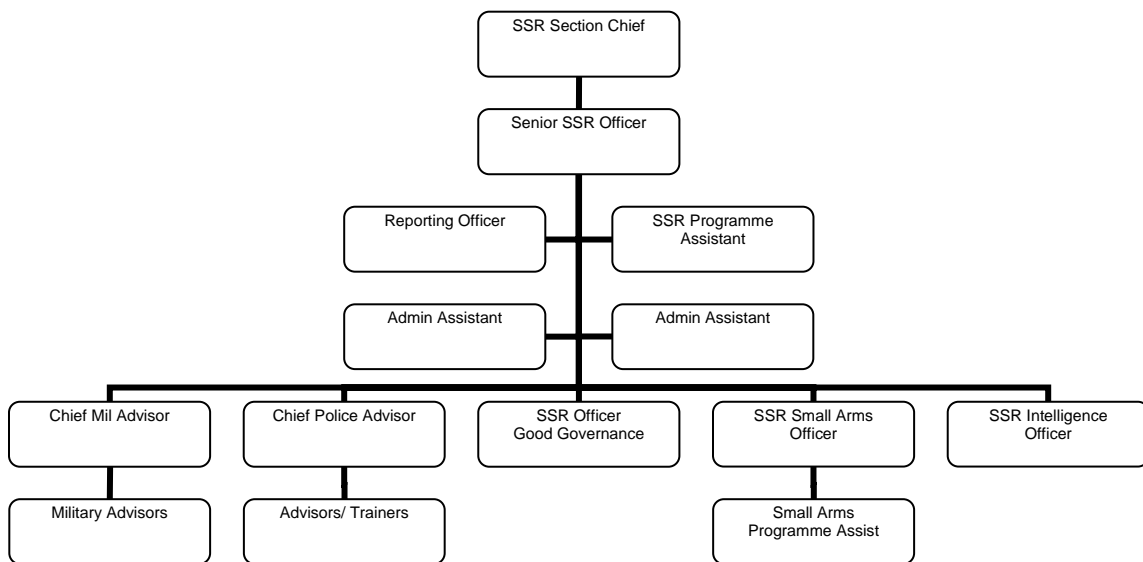
The SSR and Small Arms Integrated Programme Management Section (IPMS) will be established within BINUB to support the implementation of the Joint Programme. The IPMS, working in closely collaboration with all the other participating agencies, will be responsible for:

- The implementation of all the activities for which BINUB is responsible in the Joint Programme work plan
- The day-to-day coordination of its activities with those implemented by the other participating agencies within the Joint Programme work plan
- The provision of secretariat support services to the SSR and Small Arms Joint Programme Steering Committee and the Programme Management Group,
- The consolidation of narrative and financial reports for submission to the Human Rights and Justice Joint Programme Steering Committee
- The co-ordination and support to this area of work at the global and national levels.

The IPMS will be composed of appropriate staff provided and funded by DPKO and UNDP. It will be managed as a single integrated unit under the overall authority of the ERSG/RC/HC. The IPMS will be headed by a Director for SSR and Small Arms, who in his/her capacity as Programme Manager will be accountable to the ERSG/RC/HC for the management of the IPMS and the delivery of programme results. The Section will consist of three integrated components: civilian, military and police. The civilian component will focus on programme oversight, good

governance and accountability, small arms and civilian disarmament and support to the SNR. The military component will focus its support on the FDN and the DDR process while the UN police component will focus on support to the PNB. The police and military staff will be seconded by their national governments. They will be complemented by civilian staff members employed and recruited by DPKO and UNDP. All members will be co-located to the greatest extent possible, and will meet on a regular basis, in order to facilitate communication and cross-fertilization between the three component areas. The Section will include a number of international, military, UN police and national staff who will support the implementation of specific programme activities, and provide advice and technical assistance in areas requiring UN expertise. The structure of the Section is depicted in Figure 1.

Figure 1: BINUB SSR and Small Arms Section



IPMS Staffing arrangements

All IPMS staff will be retained on contracts issued by their respective parent organizations in order to ensure appropriate institutional linkages with agencies participating in the programme, although this does not preclude the possibility of secondments for specific purposes. For the purposes of the programme, all staff, regardless of their organizational affiliation, will be accountable to the Director/Programme Manager for the achievement of results foreseen in the Programme Results Framework and their individual work plans. For purposes relating to the administrative management of agency-specific inputs and contracts, agency-funded staff will retain a secondary administrative reporting line to their respective organizations.

In order to ensure the proper functioning of the IPMS, BINUB will ensure the provision of all necessary support and services to all IPMS staff, including agency-funded staff (with the latter on reimbursable basis), covering office accommodations, communications, transport and logistical services. Further, to ensure the proper management and integrity of the IPMS, all agency funded staff will be accorded the same rights, access and responsibilities as DPKO staff in BINUB,

including supervisory, management and administrative responsibilities where relevant. Finally, in order to ensure consistency in evaluating IPMS staff performance, a common performance methodology will be applied.

Management of programme funds

As part of the integrated approach being adopted for the management and implementation of the Joint Programme, and to ensure flexibility and efficiency in the implementation of the activities, programme funds will be managed through a combination of different modalities, including parallel funding, pass through and pooled.

In particular, programme funds allocated to fund activities under the programmatic responsibility of the IPMS will be 'pooled' under the administrative of one agency, the Managing Agent. Under this arrangement, and for the purposes of the present Joint Programme, UNDP will serve as the Managing Agent (MA), and will be accountable for supporting the the IMPS in implementation of the Joint Programme through timely disbursement of funds. The IPMS in the pool will sign a Memorandum of Understanding with the MA. The MA will also follow up with the relevant implementation partners, and will be accountable for providing narrative and financial reporting to the IPMS. The MA may engage in resource mobilization for the Joint Programme, in consultation with government and the participating UN organizations. The pooled funding modality will also be available to other participating UN organization.

Audit Arrangements

Consistent with current practice, each participating organization, including the IPMS, will be responsible for conducting regular audits of the activities for which it is responsible according to its own rules and regulations. A common audit protocol will be established to ensure consistency and ease of consolidation. UNDP will also conduct an audit of its functions as MA, according to its own rules and regulations.

Revisions to the Programme Document

Two kinds of revision are foreseen within the context of the Joint Programme:

- Minor revisions to the results framework and budget (but not affecting budget lines or outputs), can be effected based on an authorisation by the SSR and Small Arms IPMS Manager, with notification to the other participating organizations;
- Substantial revisions to the Joint Programme document, affecting implementation strategy, modification of outputs and significant budgetary revisions, will require formal approval by the Joint Programme Steering Committee;

Monitoring and Evaluation

The Joint Programme will be monitored throughout its duration and evaluated in accordance with the UNDAF M&E plan. Participating UN organizations will develop joint information and progress updates in close coordination with the BINUB Joint Monitoring and Evaluation Unit. The UNDAF Evaluation will include a specific assessment of the joint programme, looking in particular at UN System integration within the framework of the Joint Programme and IPMS. Traditional evaluation criteria (relevance, efficiency, effectiveness, impact and sustainability) will apply with an emphasis on results and on the joint programming process. Specific evaluation criteria will include:

- Effectiveness of the Joint Programme in achieving desired results, and in particular with respect to a) immediate and visible contribution to peacebuilding; b) contribution to strengthening national capacities and ownership; c) strengthening partnerships between all relevant stakeholders;
- The efficiency of the Joint Programme in reducing transaction costs for government and participating UN organizations involved in the programme, and in enhancing overall efficiency in use of resources and implementation;
- The degree of coherence achieved by the Joint Programme with respect to a) collaboration between participating agencies in achieving common results; b) establishment of cross-programmatic linkages with other Joint Programmes; c) mainstreaming transversal issues related to gender, HIV/AIDS, human rights and child protection;
- Effectiveness of management and coordination arrangements in terms of the delineation of responsibilities and coordination for production of results, and the ability of the IPMS to operate as a single integrated entity.

Reporting

The Joint Programme will produce one consolidated report on project implementation every six months. The SSR and Small Arms IMPS will be responsible for consolidating all narrative and financial reports. A common format for reporting will be used that will be common to all BINUB Joint Programmes. All reports will be shared with all relevant stakeholders through the Joint Programme Steering Committee.

RESULTS BASED BUDGET

The SSR results-based budget attached as Annex B is based on the outputs and inputs identified in the results framework, which presents a global overview of resources required to achieve programme objectives, broken down by sources and kinds of funding (e.g. regular UN budget, core agency funds, donor contributions, etc.).

Attachments

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| Annex A: | Results Framework |
| B: | Results Based Budget |

Security Sector Reform and Small Arms Joint Programme

Annex A: Programme Results Framework

UNDAF Outcome(s): Residual security factors are reduced and the army and other security services are transformed to provide effective security for all the population					
Strategic area of support: Security Sector Reform					
Specific Objective 1: Reduction in the circulation of illegal Small Arms and Light Weapons through an efficient civilian disarmament program and reduction of the impact of mines and un exploded ordnances on the population.					
Expected Outputs	Output target	Indicative Activities	Performance indicators	Responsible parties	Resources
1.1 The institutional and legal framework for the fight against the proliferation of SALW's is in place and functioning in conformity with the international obligations committed to by Burundi	2007	1.1.1. Encourage the signing and ratification of international and regional conventions on light weapons	The Protocol against the Illegal Manufacture and Trafficking of Weapons, their Parts, Components and Munitions is signed and ratified	BINUB	\$10,000
		1.1.2. Technical assistance for the amendment of the law on firearms	- Law revised and adopted by the Government	BINUB	\$110,000
		1.1.3. Training of officers concerned in the area of arms embargo	-X Number of officers trained	BINUB	\$10,000
1.2 The voluntary weapons collection program in rural and urban areas is launched and the population is informed of the existence of the disarmament program	2008	1.2.1. Support to the national small arms and civilian disarmament coordination structure	- A technical committee on light weapons and civilian disarmament is set up, reinforced and operational - The national light weapons coordination structure is endowed with logistical and financial means - Provincial light weapons committees are set up	BINUB	\$448,000
		1.2.2. Support to the implementation of the voluntary arms collection programme, including the launching of the 'Weapons for Development' projects	- Number of weapons surrendered voluntarily - 'Weapons for Development' projects are carried out	BINUB	\$665,000
		1.2.3. Education and awareness initiatives for the disarmament of civilians at provincial and commune levels	- Population is sensitized via number of poster advertised, # communes sensitisation meetings, and # of radio broadcasts	BINUB	\$1,257,000 UNDP (\$257,000) and \$1million requested from the PBF UNDP 6 and PBF 6

Security Sector Reform and Small Arms Joint Programme

Specific Objective 1: Reduction in the circulation of illegal Small Arms and Light Weapons through an efficient civilian disarmament program and reduction of the impact of mines and un exploded ordnances on the population.					
Expected Outputs	Output target	Indicative Activities	Performance indicators	Responsible parties	Resources
1.3 Reinforce the FDN and PNB capacity for the management and control of weapons stockpile	2007	1.3.1. Support to the establishment of a computerized system to manage weapons stocks and support to the training of FDN and PNB staff to operate computerised systems and manage weapons stockpile	- Number of trainers trained - Number of FDN and PNB staff trained - Weapons stock management system is computerized - Logistic and financial support is provided	BINUB	\$127,000
		1.3.2. Provision of basic tools for the destruction of weapons and munitions	- Arms collected during the DDR process, as well as unusable and obsolete arms and munitions of the FDN are destroyed	BINUB	\$46,599 USA financial support
		1.3.3. Technical assistance for the establishment of a single file-index on light and small arms to be controlled and managed by PNB	- Data base on registered arms established within the PNB - Arms register integrated in the police information systems - Provision of funding - Mechanism for coordinating information gathering is set up and functional	BINUB	\$142,000
1.4 The national institution for mine action is operational and capacities for the elimination of mines and UXO is reinforced	2007	1.4.1. Accelerated clearance of mine-affected areas and the strengthened capacity of the nationally-owned program to mainstream mine action into national development plans and promote public awareness of mine issues	- National mine action coordination structure operational - Strong and medium-impact surfaces de-mined - Awareness and education activities organized measured by # of radio broadcasts, # of posters advertised - Victims integrated in society	MACC	\$1,800,000 (\$1,8 M from EU/SIDA)

Specific Objective 2: Completion of the demobilization and reintegration of former combatants, soldiers and child soldiers, including the implementation ceasefire agreement with Palipehutu FNL.					
Expected Outputs	Output target	Indicative Activities	Performance indicators	Responsible parties	Resources

Security Sector Reform and Small Arms Joint Programme

Specific Objective 2: Completion of the demobilization and reintegration of former combatants, soldiers and child soldiers, including the implementation of ceasefire agreement with Palipehutu FNL.					
Expected Outputs	Output target	Indicative Activities	Performance indicators	Responsible parties	Resources
2.1. The national program for DDR is completed and national capacity for coordination of the reintegration process of former combatants, former soldiers and children soldiers functions efficiently	2007	2.1.1. Support the demobilization and disarmament of remaining FDN and FNL, including good offices, perimeter security to demobilization centers and logistical support	<ul style="list-style-type: none"> - FDN remains at 25,000 with the incorporation of additional ex-FNL combatants - Identification and provision of special provisions for the demobilization of women and children - Demobilization of ex-FNL combatants, including women and children 	BINUB	Technical support and coordination – PP 1
				UNICEF	Technical support and coordination for child soldiers
	2007	2.1.2. Monitor the reintegration activities within the Programme Nationale de Demobilisation, Reinsertion and Reintegration (PNDRR) including the support to Child Soldiers	<ul style="list-style-type: none"> - Demobilized ex-combatants registered and participating in reintegration programmes, including percentage of demobilized women and children 	BINUB	<p>\$2,450,000</p> <p>\$950,000 requested from PBF for handicapped FDN – PBF 2</p> <p>\$1 million requested from PBF for preparation of FDN members for demobilization - PBF 8</p>
				UNICEF	Technical support for child soldiers
	2007	2.1.3. Support to the completion of residual tasks originating from the peace agreements in order to consolidate progress made during integration into the FDN	<ul style="list-style-type: none"> - Ethnic representation is adhered to - Gender representation is adhered to 	BINUB	Monitoring of results achieved by the FDN and the PNB – PP 1 and 3
	2.2. The JVMM and JLT's operate efficiently as required by the CFA of September 7, 2006 between the Government of Burundi and the Palipehutu FNL	2007	2.2.1. Monitor the cease-fire agreement between the Government and the FNL	<ul style="list-style-type: none"> - Investigation and reports of cease-fire violations - Submission of reports on violation incidents to Government by the Joint Verification Monitoring Mechanism (JVMM) for follow-up 	BINUB
2.2.2. Monitor and verify the			<ul style="list-style-type: none"> - Establishment of Joint 	BINUB	Technical support and

Security Sector Reform and Small Arms Joint Programme

Specific Objective 2: Completion of the demobilization and reintegration of former combatants, soldiers and child soldiers, including the implementation ceasefire agreement with Palipehutu FNL.					
Expected Outputs	Output target	Indicative Activities	Performance indicators	Responsible parties	Resources
		FNL demobilization and integration process, in support of the JVMM and the Executive Secretariat of the National Commission for DDR (ES/NCDRR)	Liaison Teams with the FDN, FNL and the ES/NCDRR to monitor and verify the demobilization and reintegration process		coordination – PP 1

Specific Objective 3: Government institutions responsible for the security sector are professionalized guarantors of security in accordance with the rule of law and international standards.					
Expected Outputs	Output target	Indicative Activities	Performance indicators	Responsible parties	Resources
3.1. National plan is designed for the reform of the security sector and complimented by sectorial plans for the FDN, PNB and SNR	2007	3.1.1. Assistance in the development of the sectoral policies and plans of the MDNAC, MISP and SNR	- Sectoral plans developed, by the GoB - Adequate national equipment plan developed and budgetized	BINUB	Technical assistance to the FDN, PNB and SNR for institutional capacity building in planning, policy development, programming, budgeting and resource mobilization – PP 2,3 and 4
		3.1.2. Support to the National Police for the training of senior cadres on police management	- Management training to improve planning, leadership, oversight capacity within the PNB - Feasibility study conducted to assess community policing initiatives	BINUB	Technical assistance to the PNB for institutional capacity building in planning, policy development, programming, budgeting and resource mobilization – PP 3
		3.1.3. Assistance to the security sector for the development of a comprehensive SSR Plan, based on national threat and national needs assessments and sub-sectoral plans	- Organize a SSR Seminar to discuss and agree on the elements and process for SSR - Government adoption of a comprehensive national plan for SSR	BINUB	\$50,000 Technical assistance to the FDN, PNB and SNR for institutional capacity building in planning, policy development, programming, budgeting and resource mobilization – PP 2, 3, 4 and 5

Security Sector Reform and Small Arms Joint Programme

Specific Objective 3: Government institutions responsible for the security sector are professionalized guarantors of security in accordance with the rule of law and international standards.					
Expected Outputs	Output target	Indicative Activities	Performance indicators	Responsible parties	Resources
3.2. The FDN, PNB, SNR have the skills necessary to ensure security for the population	2007	3.2.1. Assistance in the preparation and implementation of a training strategy for each corps of the security sector	<ul style="list-style-type: none"> - Assessment of security sector, training, capacity-building needs completed - Capacity-building strategies adopted by Government - Capacity-building strategies presented to external partners in order to mobilize the required resources 	BINUB	
	2007	3.2.2. Technical assistance to the GoB for the development of comprehensive sub-sectoral training programmes and associated curricula and training plans, in line with sub-sectoral and sectoral policies, through the provision of training expertise by police, defense and intelligence experts	<ul style="list-style-type: none"> - Curricula developed and adopted for FDN, PNB and SNR - Completion of professional development training for senior and mid-ranking commanders - Training of X trainers in X for the provision of training to Penitentiary Police - X prison wardens are trained in riot control and the appropriate use of force 	BINUB	<p>\$3,400,000</p> <p>\$400,000 requested to the PBF for FDN – PBF 3</p> <p>\$3 million requested to the PBF for the professionalization of the SNR – PBF 7</p> <p>PP 2, 3 and 4</p>
		3.2.3 Specialized training provided to FDN, PNB, and SNR in areas not covered by bilateral agreements	Provision of training to the PNB in specific areas determined by the PNB, such as anti-crime and anti-drug units	BINUB	\$4 million unfunded requirement for PNB training – UF 7 and PP 3
	2007	3.2.4. Support to the MISP in building capacity of the Office of the Inspector General to prevent police misconduct and abuses and to ensure accountability, including assistance with training and resource mobilization	<ul style="list-style-type: none"> - Plan for the reinforcement of the Inspector General formulated and implemented - Increased percentage of cases investigated and transmitted to the justice system - 	BINUB	<p>\$200,000</p> <p>UNDP 9 and PP 3</p>
	2007	3.2.5. Technical assistance on	- Facilitated process by MISP,	BINUB	-PP 2, 3 and 4

Security Sector Reform and Small Arms Joint Programme

Specific Objective 3: Government institutions responsible for the security sector are professionalized guarantors of security in accordance with the rule of law and international standards.					
Expected Outputs	Output target	Indicative Activities	Performance indicators	Responsible parties	Resources
		the definition of roles and responsibilities of the FDN, PNB and SNR	MoD and the Presidency to clarify respective roles of FDN, PNB, and SNR - MoU produced by GoB clarifying respective roles - MoU results codified into law as required - Modification of organizational structures of the FDN, PNB and SNR in line with security needs and budget allocations		
	2007	3.2.6. Assistance to the PNB in the strengthening of management capacity through mentoring	Determine where PBF needs are and deploy UNPOL trainers to assist	BINUB	Mentorship through UNPOL training advisors – PP 3
	2007	3.2.7. Support to the training of units in peacekeeping techniques and support to the peacekeeping school in Burundi	- Number of soldiers and police officers trained - Discipline reinforced - Peacekeeping school functional and supported	BINUB	\$400,000 In collaboration with donor support, provide UN PKO training and material to the FDN and PNB (trainers) – UF 4 and 5, PP 2 and 3
	2007	3.2.8. Support to the SNR through training to increase awareness of human rights and related responsibilities of the state to ensure respect for human rights by intelligence personnel	- # of SNR offices trained in human rights - Reduced number of reported violations by the SNR - Increased percentage of cases investigated and transmitted to the justice system	BINUB	\$10,000 UNDP 10 and PP 4
	2007	3.2.9. Provision of training for parliamentarians on their role in ensuring oversight of the security sector	- All parliamentarians with oversight relationship vis à vis the PNB, the FDN and SNR trained in oversight responsibilities	BINUB	\$50,000 UNDP 11, PP 5

Security Sector Reform and Small Arms Joint Programme

Specific Objective 3: Government institutions responsible for the security sector are professionalized guarantors of security in accordance with the rule of law and international standards.					
Expected Outputs	Output target	Indicative Activities	Performance indicators	Responsible parties	Resources
			- Issuance of guidelines to security sector ministries by Parliament on their respective responsibilities towards the Legislature		
	2007	3.2.10. Support capacity-building in human resources management, including training on human resources management, assistance with the identification/census of personnel and computerization of human resource processes	- Completion of a resource needs assessment and resource mobilization plan for human resources management in the security sector - All relevant MISP (PNB), MDNAC and Presidency (SNR) personnel managers trained in professional human resources management skills - Completion of identification/census process - Establishment and functioning of human resource management IT systems -Security sector human resource budget is transparent and aligned with the implementation of the SSR needs	BINUB	\$120,000 UNDP 12, PP 5
	2007	3.2.11. Support the capacity building in fiscal management for the security sector and the definition of optimal budgetary allocations, including training on fiscal management and the computerization of fiscal management activities.	- Completion of financial and asset management reform plans - All MISP (PNB), MDNAC (FDN) and Presidency (SNR) relevant personnel trained in new systems -Security sector fiscal management is transparent and aligned with the implementation of the SSR needs.	BINUB	\$120,000 UNDP 13, PP 5
3.3. Coordination	2007	3.3.1. Establishment of national	- National SSR steering	BINUB	- PP 2, 3, 4 and 5

Security Sector Reform and Small Arms Joint Programme

Specific Objective 3: Government institutions responsible for the security sector are professionalized guarantors of security in accordance with the rule of law and international standards.					
Expected Outputs	Output target	Indicative Activities	Performance indicators	Responsible parties	Resources
mechanisms of the security sector are established including the capacity to deliver a coordinated response to national and natural disasters		coordination mechanisms.	committee established to provide policy and strategic guidance to the security ministries on national security issues, and members appointed by the GoB and partners (UN agencies and donors)		
	2008	3.3.2. Management of natural disasters through the establishment of an emergency response system for natural disasters.	- Emergency response system established	BINUB	\$250,000 Unfunded – UF 3, PP 3
3.4. Government has capacity to manage and implement rehabilitation and construction of infrastructure – and to acquire adequate logistics	2007/ 2008	3.4.1. GoB to create infrastructure rehabilitation plans	- Rehabilitation plans are developed - Physical rehabilitation plans are completed.	BINUB	\$28,900,000 \$22M for FDN – PBF 1 (\$11M requested to the PBF) \$6.9M for PNB – PBF 4 (\$6.9M requested to the PBF) PP 2,3 and 4
3.5. Special units within the police, responsible for the management and follow-up of cases of gender-based violence and juvenile justice.	2007	3.5.1. Technical assistance to the Ministry of the Interior and Public Security (MISP) to strengthen its capacity to deal with cases of gender based violence, including the creation of a gender desk within the "Direction Générale de la Sécurité Publique" and the creation of a gender units within each local police station to address gender-based violence, and the development of related standard operating procedures (SOPs)	- Establishment and functioning of a specialized unit within the MISP to deal with gender based violence - Designation and training of gender focal points in each local police station - Adoption of SOPs for dealing with victims of gender based violence - Police agents are trained on revised SOP - Improved police response to GBV.	BINUB UNIFEM	\$600,000 Technical assistance to the PNB for institutional capacity building in planning, policy development, programming, budgeting and resource mobilization UNDP 14, UNIFEM 1-5 and PP 3 and 5

Security Sector Reform and Small Arms Joint Programme

Specific Objective 3: Government institutions responsible for the security sector are professionalized guarantors of security in accordance with the rule of law and international standards.					
Expected Outputs	Output target	Indicative Activities	Performance indicators	Responsible parties	Resources
	2007	3.5.2. Technical assistance to the PNB in strengthening its capacity in juvenile justice , including the creation of a youth focal point within each local police station and the development of related SOPs.	<ul style="list-style-type: none"> - Designation and training of youth focal points from each local police station - Adoption of SOPs for dealing with youth delinquency and violence against youth - Improve police efficacy in the area of juvenile justice. 	BINUB	USD 150,000 UNDP 15, PP 3 and 5

Annex B: SSR Integrated Programme Budget

Overall Objective: The overall goal for SSR in Burundi is to improve the security situation in the country through the reduction of the underlying factors of insecurity and the transformation and professionalization of the security forces/services							
Specific Objective 1: Reduction in the circulation of illegal Small Arms and Light Weapons through an efficient civilian disarmament program and reduction of the impact of mines and un exploded ordnances on the population							
Expected Outputs	-	Indicative Activities	Type of expenditure	Amount		Total	Remarks Project Identification
				Funded	Unfunded		
1.1 The institutional and legal framework for the fight against the proliferation of SALW's is in place and functioning in conformity with the international obligations committed to by Burundi	1.1.1	Encourage the signing and ratification of international and regional conventions on light weapons		5,000	5,000	10,000	UNDP
	1.1.2	Technical assistance for the amendment of the law on firearms		10,000	100,000	110,000	UNDP
	1.1.3	Training of officers concerned in the area of arms embargo		5,000	5,000	10,000	UNDP
SUBTOTAL 1.1				20,000	110,000	130,000	
1.2 The voluntary weapons collection program in rural and urban areas is launched and the population is informed of the existence of the disarmament program	1.2.1	Support to the national small arms and civilian disarmament coordination structure		50,000	398,000	448,000	UNDP
	1.2.2	Support to the implementation of the voluntary arms collection programme, including the launching of the 'Weapons for Development' projects		200,000	465,000	665,000	UNDP

Security Sector Reform and Small Arms Joint Programme

Expected Outputs	-	Indicative Activities	Type of expenditure	Amount 2007		Total	Remarks Project Identification
				Funded	Unfunded		
	1.2.3	Education and awareness initiatives for the disarmament of civilians at provincial and commune levels		40,000	217,000	257,000	UNDP
				0	1,000,000	1,000,000	Submission to PBF for \$1,000,000
SUBTOTAL 1.2				290,000	2,080,000	2,370,000	
1.3 Reinforce the FDN and PNB capacity for the management and control of weapons stockpile	1.3.1	Support to the establishment of a computerized system to manage weapons stocks and support to the training of FDN and PNB staff to operate computerised systems and manage weapons stockpile		20,000	107,000	127,000	UNDP
	1.3.2	Provision of basic tools for the destruction of weapons and munitions		0	41,599	41,599	USA financial support via UNDP
				0	5,000	5,000	USA financial support
	1.3.3	Technical assistance for the establishment of a single file-index on light and small arms to be controlled and managed by PNB		20,000	122,000	142,000	UNDP
SUBTOTAL 1.3				40,000	275,599	315,599	

Security Sector Reform and Small Arms Joint Programme

Expected Outputs	-	Indicative Activities	Type of expenditure	Amount 2007		Total	Remarks Project Identification
				Funded	Unfunded		
1.4 The national institution for mine action is operational and capacities for the elimination of mines and UXO is reinforced	1.4.1	Accelerated clearance of mine-affected areas and the strengthened capacity of the nationally-owned program to mainstream mine action into national development plans		1,800,000	0	1,800,000	\$1.8M from EU/SIDA
			SUBTOTAL 1.4	1,800,000	0	1,800,000	
			TOTAL OBJECTIVE 1	2,150,000	2,465,599	4,615,599	

Specific Objective 2: Completion of the demobilization and reintegration of former combatants, soldiers and child soldiers, including the implementation ceasefire agreement with Palipehutu FNL

Expected Outputs	-	Indicative Activities	Type of expenditure	Amount		Total	Remarks Project Identification
				Funded	Unfunded		
2.1. The national program for DDR is completed and national capacity for coordination of reintegration former combatants, former soldiers and children soldiers functions efficiently	2.1.1	Support the demobilization and disarmament of remaining FDN and FNL, including good offices, perimeter security to demobilization centers and logistical support		0	0	0	DDR Project support through technical assistance and coordination
	2.1.2	Monitor the reintegration activities within the Programme Nationale de Demobilisation, Reinsertion and Reintegration (PNDRR) including the support to Child Soldiers		0	950,000	950,000	PBF asked for 950,000 for handicapped FDN
				0	1,500,000	1,500,000	PBF asked for \$1,500,000 for demobilisation of FDN soldiers Project Identification
							UNICEF support ES/NCDDR on child soldiers through technical assistance and coordination

Security Sector Reform and Small Arms Joint Programme

Expected Outputs	-	Indicative Activities	Type of expenditure	Amount 2007		Total	Remarks Project Identification
				Funded	Unfunded		
	2.1.3	Support to the completion of residual tasks originating from the peace agreements in order to consolidate progress made during integration into the FDN		0	0	0	
SUBTOTAL 2.1				0	2,450,000	2,450,000	
2.2. The JVMM and JLT's operate efficiently as required by the CFA of September 7, 2006 between the Government of Burundi and the Palipehutu FNL	2.2.1	Monitor the cease-fire agreement between the Government and the FNL		0	0	0	DDR Project support through technical assistance and coordination
	2.2.2	Monitor and verify the FNL demobilization and integration process, in support of the JVMM and the Executive Secretariat of the National Commission for DDR (ES/NCDRR)		0	0	0	DDR Project support through technical assistance and coordination
				0	0	0	UNICEF support ES/NCDRR on child soldiers through technical assistance
SUBTOTAL 2.2				0	0	0	
TOTAL OBJECTIVE 2				0	2,450,000	2,450,000	

Security Sector Reform and Small Arms Joint Programme

Specific Objective 3: Government institutions responsible for the security sector are professionalized guarantors of security in accordance with the rule of law and international standards							
Expected Outputs	-	Indicative Activities	Type of expenditure	Amount 2007		Total	Remarks Project Identification
				Funded	Unfunded		
3.1. National plan is designed for the reform of the security sector and complimented by sectorial plans for the FDN, PNB and SNR	3.1.1	Assistance in the development of the sectoral policies and plans of the MDNAC and MISP		0	0	0	
	3.1.2	Support to the National Police for the training of senior cadres on police management		0	0	0	
				0	400,000	400,000	Training of senior cadres on police management
3.1.3	Assistance to the security sector for the development of a comprehensive SSR Plan, based on national threat and national needs assessments and sub-sectoral plans			50,000	50,000	Unfunded national seminar	
SUBTOTAL 3.1				0	450,000	450,000	
3.2. Training capacity building and accountability strategies/ programmes for the professionalization of the security forces (FDN, PNB, SNR and Inspector General) developed and implemented	3.2.1	Assistance in the preparation and implementation of a training capacity-building strategy for each corps of the security sector		0	0	0	

Security Sector Reform and Small Arms Joint Programme

Expected Outputs	-	Indicative Activities	Type of expenditure	Amount 2007		Total	Remarks Project Identification
				Funded	Unfunded		
	3.2.2	Technical assistance to the GoB for the development of comprehensive sub-sectoral training programmes and associated curricula and training plans, in line with sub-sectoral and sectoral policies, through the provision of training expertise by police, defense and intelligence experts		0	400,000	400,000	PBF asked for 400,000 for FDN capacity building and training
				0	0	0	
					0	3,000,000	3,000,000
	3.2.3	Specialized training provided to FDN, PNB, and SNR in areas not covered by bilateral agreements			4,000,000	4,000,000	PNB Unfunded requirement for \$ 4 million for specialised training by BINUB
	3.2.4	Support to the PNB in building capacity of the Office of the Inspector General to prevent police misconduct and abuses and to ensure accountability, including assistance with training and resource mobilization		200,000	0	200,000	UNDP

Security Sector Reform and Small Arms Joint Programme

Expected Outputs	-	Indicative Activities	Type of expenditure	Amount 2007		Total	Remarks Project Identification
				Funded	Unfunded		
	3.2.5	Technical assistance on the definition of roles and responsibilities of the FDN, PNB and SNR		0	0	0	
	3.2.6	Assistance to the PNB in the strengthening of management capacity through mentoring		0	0	0	Mentorship through UNPOL training advisors
	3.2.7	Support to the training of units in peacekeeping techniques and support to the peacekeeping school in Burundi		0	250,000	250,000	PKO Training Support to the FDN
				0	150,000	150,000	PKO Training Support to the PNB
	3.2.8	Support to the SNR through training to increase awareness of human rights and related responsibilities of the state to ensure respect for human rights by intelligence personnel		10,000	0	10,000	UNDP - J/HR Unit to provide trainers

Security Sector Reform and Small Arms Joint Programme

Expected Outputs	-	Indicative Activities	Type of expenditure	Amount 2007		Total	Remarks Project Identification
				Funded	Unfunded		
	3.2.9	Provision of training for parliamentarians on their role in ensuring oversight of the security sector		50,000	0	50,000	UNDP
	3.2.10	Support capacity-building in human resources management, including training on human resources management, assistance with the identification/census of personnel and sub-sectoral audits, and the management of IT systems to support those processes		120,000	0	120,000	UNDP
	3.2.11	Support the development of financial and asset management reform plans for the security sector and the definition of optimal budgetary allocations, and the provision of IT equipment for the operationalization of the assets management systems, and training on those systems		120,000	0	120,000	UNDP
SUBTOTAL 3.2				500,000	7,800,000	8,300,000	
Expected Outputs	-	Indicative Activities	Type of expenditure	Amount 2007		Total	Remarks Project Identification
				Funded	Unfunded		

Security Sector Reform and Small Arms Joint Programme

3.3. Coordination mechanisms of the security sector are established including the capacity to deliver a coordinated response to national and natural disasters	3.3.1	Establishment of national coordination mechanisms and training of security sector coordination actors		0	0	0	
	3.3.2	Prevention and management of natural disasters through setting-up of an emergency response system for natural disasters and setting-up and dissemination of educational system for the prevention and community management of natural disasters		0	250,000	250,000	Unfunded project in support of the PNB
SUBTOTAL 3.3				0	250,000	250,000	
3.4. Develop and assist with the implementation of strategies for the management, rehabilitation and construction of infrastructures and procurement of adequate logistical means	3.4.1	Support to resource mobilization to address priority needs, including support to the implementation of projects for the rehabilitation and reconstruction of basic infrastructure and acquisition of adequate logistic capacity		0	11,000,000	11,000,000	PBF asked for \$11 million for assistance to the FDN
				0	6,900,000	6,900,000	PBF asked for \$ 6,9 million for PNB infrastructure
				0	0	0	
SUBTOTAL 3.4				0	17,900,000	17,900,000	
Expected Outputs	-	Indicative Activities	Type of expenditure	Amount 2007		Total	Remarks
				Funded	Unfunded		Project Identification
Special units within the police, responsible for the management and	3.5.1	Technical assistance to the Ministry of the Interior and Public		150,000	0	150,000	UNDP
				30,000	0	30,000	UNIFEM - Operating Procedures

Security Sector Reform and Small Arms Joint Programme

follow-up of cases of sexual violence and the youth rights are implemented and functional		Security (MISP) to strengthen its capacity to deal with cases of gender based violence, including the creation of a specialized unit within the Ministry and the creation of a gender focal point within each local police station to address gender-based violence, and the development of related standard operating procedures (SOPs)	50,000	0	50,000	UNIFEM - Establish Gender Desk in PNB
			0	170,000	170,000	UNIFEM - Establish gender focal points at police stations
			50,000	0	50,000	UNIFEM - Specialised training of PNB focal points
			0	150,000	150,000	UNIFEM - Establish operational capabilities in units
	3.5.2	Technical assistance to the PNB in strengthening its capacity to address cases of youth delinquency and violence against youth, including the creation of a youth focal point within each local police station to support the police unit within the PNB responsible for minors	150,000	0	150,000	UNDP
SUBTOTAL 3.5			430,000	320,000	750,000	
TOTAL OBJECTIVE 3			930,000	26,720,000	27,650,000	
GLOBAL TOTAL			3,080,000	31,635,599	34,715,599	