Senate Standing Committee on Foreign Affairs, Defence and Trade

Inquiry into Australia's involvement in peacekeeping

AusAID

Public hearing 25 July 2007

Questions on Notice

Question 1: AusAID and the ADF International Peace Operations Seminar

CHAIR—In terms of your engagement with the seminar, do you present papers?...Are they documents which would be available to the committee?

Mr March—The presentations, yes.

CHAIR—Thank you. That would be very helpful and would be of interest. If there is any other information you have concerning the seminar and the sort of material that is disseminated, we would be very keen to have a look at that as well.

(Proof *Committee Hansard*, 25 July 2006, p. 84)

[CD material supplied to Committee Secretariat]

Question 2: AusAID input to AFP IDG training

CHAIR – What contribution does AusAID make, if any, to the training process at the IDG? Do your staff have any contact with the AFP in that process? We understand that they do a lot of cultural awareness training.

AusAID response:

AusAID provides a seconded liaison officer to the Australian Federal Police (AFP) International Deployment Group (IDG) to assist in the coordination of duties/projects of mutual interest to both agencies. In line with these responsibilities, the AusAID liaison officer provides assistance in the development and design phase of the IDG's current Capacity Development training program. The AusAID liaison officer continues to provide ongoing advice to IDG and contributes to all relevant IDG training/course components, particularly in areas of capacity building and practice. This officer also delivers briefings to all IDG pre-deployment training courses to provide a broad overview of AusAID, its mandate and the development projects in which it is involved.

Question 3: AusAID advice to RAMSI in relation to resolution 1325

CHAIR—what would you be able to tell me that AusAID had advised Australian participants in RAMSI in relation to the observation of Security Council resolution 1325?

Mr March—I am sure that we did make a contribution in that regard to the preparations for RAMSI but the extent of that, I am sorry, I will have to take on notice.

(Proof *Committee Hansard*, 25 July 2006, p. 87)

AusAID response:

Staff posted or deployed to Solomon Islands fall into a number of categories:

(1) AusAID staff located in the High Commission or those deployed under RAMSI as Development Specialists receive pre-posting briefing which includes social, cultural and gender awareness. The gender awareness briefing is based on AusAID's Gender Equality Policy. The briefing includes key issues on gender and peacebuilding, of which SCR 1325 is an integral part and presented as an essential tool in increasing the participation of women in decision-making and the protection of their needs and rights.

(2) Those deployed to RAMSI under contract to GRM International Pty Ltd receive the GRM-run pre-departure briefing on governance, gender, youth and cultural aspects. Information is provided on those UN Conventions and instrumentalities to which Solomon Islands is a signatory. This includes SCR 1325.

AusAID also conducts a one-and-a-half-day Humanitarian Session as part of the ADF Peacekeeping Centre's annual International Peace Operations Seminar which includes a segment specifically on incorporating SCR 1325 into peace operations.

Written Questions on Notice

Considerations in the decision to participate

1. Austcare and a number of other NGOs in their submissions to the inquiry emphasised the 'Responsibility to Protect' doctrine and argued that it should be afforded greater prominence in the decision to commit to peace operations and in shaping the structure and implementation of operations. Austcare recommended that AusAID, in consultation with the NGO community, 'advance the effectiveness of humanitarian protection in peacekeeping operations and mainstream protection throughout its programs'.

    a. Could you briefly outline how the Responsibility to Protect doctrine relates to current peace operations?

<u>AusAID Response:</u>

AusAID's approach to peace operations is defined in its Peace Conflict & Development Policy (2002)[1] and Humanitarian Action Policy (2005)[2]. The AusAID Humanitarian Action Policy is premised on the principle that primary responsibility for protection of crisis-affected communities rests with the Government of that territory. Our role is to assist the State and its authorities to assume this responsibility in accordance with international standards and norms.

The international humanitarian community intervenes when the host government is unable – through lack of capacity – or unwilling to protect crisis-affected communities. In doing so, it substitutes for the State over a narrow range of life-sustaining vulnerabilities in order to guarantee the safety and welfare of civilians. The ultimate goal is, however, to transfer responsibility back to the State.

The approach of the international humanitarian community is two pronged, i.e. remedial (to halt abuses) and preventive (to promote dissemination of key legal instruments). This approach reflects several of the core principles of the Good Humanitarian Donorship Initiative[3] to which Australia – along with twenty-three other institutional donors – are committed. For example:

-   Principle No.4 commits donors to "respect and promote international humanitarian law, refugee law and human rights"
-   Principle No. 5 reaffirms "the primary responsibility of States for the victims of humanitarian emergencies within their borders".
-   Principle No. 8 commits donors to "strengthen the capacity of affected communities to prevent, prepare for, mitigate and respond to humanitarian crises".
-   Principle No. 9 commits donors to "provide assistance in ways that are supportive of recovery and long-term development".

---

[1] http://www.ausaid.gov.au/publications/pubout.cfm?ID=3617_162_5546_3187_6910&Type=PubPolicyDocuments&FromSection=Publications

[2] http://www.ausaid.gov.au/publications/pubout.cfm?ID=1014_2542_6419_997_7245&Type=PubPolicyDocuments&FromSection=Publications

[3] http://www.goodhumanitariandonorship.org/

b.   What is your response to Austcare's submission that AusAID should mainstream humanitarian protection throughout its programs?

AusAID Response:

Mainstreaming of humanitarian protection within AusAID programs is already underway. Responsibility for delivery of the Australian Government's humanitarian commitments is integrated into country program areas. AusAID's Humanitarian and Emergencies Section and the Humanitarian/Peace-Conflict Adviser provide support to country program areas on protection-related issues.

AusAID-funded initiatives currently include support for the UN-led protection initiatives as well as support for the protection-related activities of key Australian NGOs. Protection activities funded through AusAID country programs range from support for Austcare's Protect Now program,[4] to deploy protection officers to UN agencies operating in Sudan, Sri Lanka and East Timor, through to support for UNHCR to conduct protection and assessment missions and develop community-based activities in townships affected by displacement in the border areas of Burma. In this latter example, UNHCR have implemented 138 'micro-projects' such as the drilling of wells, upgrading primary schools and health centres in 14 townships in South-eastern Burma, and aims to continue providing a solid humanitarian presence focusing on vulnerabilities resulting from displacement.

The key to further mainstreaming, however, is greater awareness of humanitarian protection. In this regard, AusAID has commissioned RedR Australia[5] to assist in the development of a learning module for AusAID officers explaining the nature of humanitarian vulnerabilities and appropriate protection mechanisms to address them.

Finally, AusAID has also provided funding for UN OCHA's PROCAP program.[6] The program includes a comprehensive and unique inter-agency protection training package, developed in partnership with the Centre for Humanitarian Dialogue in Geneva, which aims to enhance skills of civilian protection personnel and to establish standby rosters to enable them to quickly deploy to complex field and institutional environments. More than seventeen PROCAP-trained personnel, including Australians, have already been seconded to organisations in 13 countries, including Sudan, East Timor, Somalia, Pakistan, Nepal, Liberia and Lebanon.

---

[4] http://www.austcare.org.au/ourwork/protection.aspx

[5] http://www.redr.org/australia/index.htm

[6] http://ocha.unog.ch/ProCapOnline/

Training

Civilians

2.   Today's peace operations require a broad range of civilian expertise. A submission indicated that most civilians find their own deployments because in Australia civilian recruitment is not coordinated.

    a.   What is the number of AusAID personnel and civilian recruits from outside the government agencies in peace operations?

AusAID Response:

As at 25 July, there were 126 Australian military and civilian personnel deployed to the UN peace missions and 16 in DPKO. There are approximately 1050 AFP and ADF personnel in East Timor, and 352 ADF and AFP personnel in Solomon Islands (plus 152 civilians).

Normally, AusAID does not deploy staff into line positions within peace operations. Rather, AusAID officers work with and alongside key actors in peace operations to inform Australian Government humanitarian and development responses to the particular crisis. The main exception at present is RAMSI, to which 17 A-based AusAID staff are currently deployed, with another 4 positions to be filled shortly.

    b.   Could you tell us how AusAID recruits civilians for peace operations? Is there any cooperation between government agencies?

AusAID Response:

See response to Question 2(a), (above). There is ongoing cooperation between AusAID, DFAT, PM&C, AFP and Defence on placement of Australian Federal and State government staff in peace operations.

    c.   How are their employment arrangements determined and what are their entitlements, including in case of injury or death?

AusAID response:

Conditions of service for AusAID employees are provided for in a public service determination struck under Section 24 of the Public Service Act 1999. Employees are remunerated through the payment of a package of overseas allowances in addition to salary. These allowances are paid to compensate for the higher costs of goods and services in the overseas locality, the hardship associated with life in that locality and as an incentive to serve overseas.

AusAID employees deployed to RAMSI are entitled to claim compensation for work-related injury and death under the Safety Rehabilitation and Compensation Act 1988 (SRC Act). Comcare administers the SRC Act and specific entitlements and benefits are listed on Comcare's website at http://www.comcare.gov.au/home.

     d.   Does AusAID cooperate with NGOs in recruiting civilian experts to peace operations?

AusAID Response

AusAID provides support to Australian NGOs to train, recruit and deploy civilians for peace operations. AusAID has a formal funding agreement under which RedR Australia provides technical experts to United Nations agencies. The deployments involve assignments - usually of three to six month's duration but may be as short as a few weeks. Demand for these experts obviously fluctuates according to the emerging crises. However, by way of example, since the beginning of FY2006-2007, there have been a total of 55 such deployments as shown below:

By Agency		Functions		Countries	
WFP	17	Engineers	25	Pakistan	3
UNICEF	16	Logisticians	19	Indonesia	13
UNHCR	19	Protection Officer	5	Sri Lanka	7
UNJLC	1	Emergency Officer	2	East Timor	8
UNOCHA	2	Project Management	4	Afghanistan	1
				Nepal	2
				Solomon Islands	1
				Lebanon	2
				Kenya	2
				Chad	1
				Bangladesh	1
				Cambodia	3
				Laos	2
				Sudan	5
				Burma	2
				Malawi	2

Austcare has also received AusAID funding for 20 protection officers to deploy to UNHCR, OCHA and UNICEF missions in Sudan, Sri Lanka and East Timor.

3.   The UN aims to improve opportunities for civilians to advance their career within the UN in order to retain their expertise.

   a.   Does a similar issue exist within AusAID? What are you doing to retain civilian experts?

AusAID Response:

All humanitarian agencies confront the problem of staff retention given the fluctuating demand as crises emerge and subside. In AusAID's case, we are fortunate to continue to be able to attract high calibre and motivated staff. We seek to sustain this by providing sound introductory briefing and opportunities to develop skills in the field as well as ongoing specialised training for permanent staff.

To prepare its staff, AusAID provides a range of humanitarian training opportunities that enable staff to develop expertise within the humanitarian sphere. For example:

1. The Essentials of Humanitarian Practice course, run by RedR Australia,[7] provides humanitarian workers with an understanding of the international context of emergency relief work, explaining the distinctions between natural disasters and conflict induced emergencies and provides an introduction to the international humanitarian system. In the past 12 months, 30 AusAID officers attended this course.

2. The Personal Security and Communications course, also run by RedR Australia, aims to enhance the ability of participants to perform their role safely and effectively in the field. Key objectives are that by the end of the course participants will be able to:
   a. Explain the importance of understanding individual roles and the security environment.
   b. Describe measures to reduce personal and team vulnerability to a range of threats.
   c. Operate information and communications equipment in an effective and safe manner.

In the past 12 months, 18 AusAID officers attended this course.

The **Basics of International Humanitarian Response** course is run by the UNHCR eCentre.[8] The course is aimed at acquainting the participants with the purpose and practices of emergency management, focusing on techniques, tools and tips designed to help in emergency operations. In the past 12 months, one AusAID officer attended this course.

To become a member of AusAID's Rapid Response Team, the above suite of training plus a dedicated RedR course and a psychoanalysis test by a qualified practitioner is required (see answer to question 4b, below).

---

[7] http://www.redr.org/australia/index.htm

[8] http://www.the-ecentre.net/

When positions are available, AusAID staff can apply to become a member of the UN Disaster Assessment and Coordination (UNDAC)[9] team providing cross-sectoral emergency assessment, coordination and management information to assist donor responses to major humanitarian emergencies. Successful completion of an UNDAC Induction course is a prerequisite to become an UNDAC team member. In order to continue enhancing their skills, AusAID UNDAC members participate in the Refresher Training that rigorously tests the capacity of the UNDAC members to establish an on-site-operations coordination centre (OSOCC) and carry out disaster coordination and assessment activities. In the past 12 months, AusAID has sent one officer on the UN Induction course and two officers on Refresher Training.

One AusAID officer also attended the most recent PROCAP training course held in Australia in July 2007. See response to Question 1(b), (above).

b. Are civilians provided post-deployment debriefs? How are their lessons learnt captured?

AusAID response:

AusAID conducts in-house debriefs with all AusAID staff that are deployed. AusAID does not routinely conduct individual post-deployment debriefs for non-AusAID officers who have been involved in humanitarian emergencies. In these instances, AusAID captures lessons learned through formal evaluations that draw on the experiences across the response and from a range of actors.

Post-deployment debriefs are conducted for personnel deployed to longer-term regional missions, eg RAMSI and ECP, in order to capture lessons learnt, particularly in relation to capacity building. Please see response to Question 9 (below) for a comprehensive description of this programme.

Existing training arrangements

4. The AusAID submission indicated the organisation had developed a *Peace, Conflict and Development Learning Package* and was developing guiding principles for country officers.[10]

a. Could you please expand on the learning package – what do the modules cover and what is the intended use?

AusAID Response:

The Peace Conflict and Development Learning Package (PCDLP) is a modularised training package on peace- and conflict-sensitive development practice. It is designed to raise awareness of salient peace/conflict concepts and terminology, and to assist program managers

---

[9] http://ochaonline3.un.org/Coordination/FieldCoordinationSupportSection/UNDACSystem/tabid/1414/Default.aspx

[10] *Submission 26*, p. 7.

to factor such issues into their development programming. Modularisation allows individual trainings to be tailored to the particular audience. Each module contains a mix of teaching and syndicate work generally grounded in case studies from contexts relevant to the particular audience.

The modules currently cover peace terminology, conflict terminology, conflict vulnerability analysis, actor mapping, peace-conflict impact assessment and, "do-no-harm" methodologies. It also draws on practical lessons learned for AusAID and other international experience. In the future, we intend to expand the PCDLP to include thematic issues (such as gender and peace-building; health and peace-building; protection and peace-building etc) and evaluation of peace-building outcomes (please also see response to Question 20(a))

> b. Could you please tell the committee in detail about other training that AusAID organises, including content, duration, participants, and whether it is compulsory?

AusAID response:

a. Humanitarian response training

AusAID maintains the capability to deploy specially trained personnel as part of the Agency's commitment to provide efficient and effective assistance in humanitarian assistance and disaster response. The Rapid Response Team (RRT) comprises AusAID staff with appropriate skills, knowledge and aptitude to fill various functions as part of AusAID's response to emergency situations, including deployment to the field.

In order to become an RRT member, AusAID personnel must complete three compulsory courses: the Essentials of Humanitarian Practice and the Personnel Security and Communication courses (both run by RedR Australia and also open to the public) and the RRT course which has been developed by RedR Australia exclusively for AusAID staff.

The first RRT course was held in Canberra in November 2006 with 13 participants. It will be conducted annually in Canberra with the next course planned for November 2007. The first course for AusAID staff at Post was held in Jakarta 4-8 June 2007 with 10 participants. AusAID is in the process of offering the RRT course to be provided to more Posts.

The RRT course is run over five days and focuses on the following areas:
- b. the current global context in humanitarian disaster response, including developments in the UN;
- c. AusAID specific issues including public affairs, reporting requirements, OH&S issues, managing stress and the roles and responsibilities of RRT members in the field.;
- d. data collection and analysis; and
- e. familiarisation with RRT equipment including radios, satellite phones, GPS receivers, etc.

This training culminates in a two day simulation that challenges course participants to apply their new skills in responding to an emergency situation. Training at Posts is similar, except the content and context is customised for the specific Post.

    c.   Does AusAID cooperate with other government agencies and NGOs in delivering this learning package?

AusAID Response:

Initially, the PCDLP was focussed primarily on AusAID officers, although staff from other Commonwealth Government departments occasionally participated in country-specific training. Last year (2006), the first training for an expanded audience (primarily NGO partners) was held in Dili. Similar training for AusAID staff, other Commonwealth Government agency staff and NGO participants is scheduled for Honiara in August 2007. We anticipate that this multi-partner approach to training will continue in the future.

5.   You indicated in your submission that you have established a Peace-Conflict and Humanitarian Adviser position that as part of its role provides training.

- What training does this position provide?

AusAID response:

The Adviser oversees the development of the Peace, Conflict & Development Learning Package and, on occasions, has assisted with delivery of some modules. The Adviser has also provided pre-deployment awareness training on peace-conflict issues to RAMSI deployees (see also response to Question 8) as well as cultural awareness training to ADF personnel deployed to the UN Mission in Sudan (UNMIS).

Specific skills

6.   The Brahimi report, reviewing UN peacekeeping operations, noted that 'the human rights component of a peace operation is indeed critical to effective peace-building'. The review panel stressed the 'importance of training military, police and other civilian personnel on human rights issues and on the relevant provisions of international humanitarian law'. (p.7)

- How is training in human rights and international law delivered to AusAID participants in peace operations?

AusAID Response:

As stated in response to Question 2(a), AusAID does not normally deploy staff to peace operations. However, training in human rights and international law is part of the course content of the Essentials of Humanitarian Practice and UNHCR's **Basics of International Humanitarian Response** courses (see response to Question 3(a)).

7.   The United Nations Association of Australia pointed out that conflict resolution and negotiation skills are critical skills for peacekeepers involved in non-violent interventions.[11]

- What emphasis is given to negotiation and conflict resolution skills in AusAID's pre-deployment training?

---

11   *Submission 3*, p. 7.

AusAID Response:

As set out at Question 2(a), AusAID does not normally deploy staff to peace operations, with the exception of RAMSI. In those cases where AusAID does organise training, adapting skills to specific cross-cultural perspectives and contextualising approaches to negotiation and conflict resolution are prioritised within AusAID's pre-deployment training.

For example, as part of the pre-departure training of RAMSI Commonwealth Government officials, briefings on peace and conflict include instruction on the nature of kinship-based societies, the causes of inter-group fighting and the likely long-term nature of grievance; the resolutions (partial and otherwise) of peace-making; the notion and nature of 'compensation'; the differing roles of men, women and youth in conflict and peace; the limited roles outsiders can play in minimising conflict and assisting the peace; and the notions of 'restorative justice' rather than 'retributive justice' when it comes to questions of settlement and punishment.

Language and cultural awareness training

8. What language, historical and cultural training is provided for AusAID officers prior to a deployment? How is this provided, by whom and where? Which agencies and organisations are involved? Does AusAID have a responsibility to ensure that contractors are well skilled in these areas?

AusAID response:

AusAID offers a range of training programs to prepare Australian Government officials (AusAID and other Government Departments) for the various roles and contexts into which they may be deployed. AusAID officers may be deployed either to work for the Australian Government in its overseas missions or as Development Program Specialists deployed to work within Partner Governments or as part of regional missions such as RAMSI. Training programs for contractors are not delivered by AusAID but are stipulated as part of the tender and contract arrangements. The training programs for Australian Government officials are as follows:

Australian Government Missions

The following training program has been designed for AusAID officers deployed to work in Australian Missions overseas.

-   **Language training**: Sixty hours of language training is offered prior to posting to all AusAID staff. Training is delivered one-on-one either at AusAID House in Canberra or in the student's own home, by private language tutors. AusAID uses a range of providers depending on the language required, including CIT, private contractors and the Canberra Language School.

-   **Cross-cultural training**: Two days of cross-cultural training is provided by Ernest Antoine of Praxis Consultants, delivered to staff in a classroom situation, in Canberra.

Development Program Specialists (DPS)

Australian civilians deploying to RAMSI include AusAID Development Program Specialists (DPS), officers from other Commonwealth Government departments and contractors

employed by AusAID's contracted service provider, GRM International Pty Ltd. Currently, there are separate pre-departure training for DPS and other Australian Government officials.

The pre-departure training for DPS comprises the following:

A comprehensive pre-deployment briefing is organised by AusAID for officials of other government departments (see Table 1). This includes history and cultural awareness as well as language training.

History and culture: As indicated in our response to Question 5 (above), the AusAID Humanitarian/Peace-Conflict Adviser provides initial awareness training. In the case of civilians embarking on peace-keeping/peace-building deployment to Solomon Islands, this session is followed by a briefing (up to half day) by the State Society & Governance in Melanesia (SSGM) project at the Australia National University.[1] This SSGM briefing includes sections on Melanesian political cultures, social structures, community values, behaviour and social politesse (including taboo behaviour in village and work-place settings) that differ significantly from 'Western' cultural forms and behaviour.

Specific examples include: instruction on 'big-man' leadership and 'wantokism' and its implications for effective and responsible governance in contrast to western models of representation, authority and bureaucracy; on community 'ownership' of goods and ideas - in contrast to Western individualism; on notions of social obligations that run counter to Western 'rules' of impartiality; on notions of the state which are seen by many in Melanesia as a form of 'milch cow' and/or as an 'enemy tribe' rather than as an neutral arbiter and provider.

See also response to Question 7 (above).

Language: Solomon Islands *tok pisin* language training is provided by an expert from the ANU. Additional classes in-country are arranged through the AusAID service provider.

> **Table 1: Pre-Deployment Briefing for RAMSI WofG Advisers**
>
> History
>
> - Development assistance in a post-conflict environment, presented by Steve Darvill, AusAID Humanitarian/Peace-Conflict Adviser, (Canberra).
>
> - The Political System in Solomon Islands - A historical perspective presented by David Hegarty, State, Society and Governance in Melanesia Project, ANU (Canberra).
>
> - The State of Development in Solomon Islands presented by Ian Scales, State, Society and Governance in Melanesia Project, ANU (Canberra).
>
> - Overview Regional Assistance Mission to Solomon Islands (RAMSI) presented by Directors of the Solomon Islands sections in AusAID and DFAT (Canberra and Honiara).
>
> - Solomon Islands History in Brief, presented by Chris Tarohimae RAMSI Community Outreach Officer (Honiara).
>
> Culture
>
> - Cross-Cultural issues, Capacity Building, Culture, Politics, Administration & Gender, presented by Ian Scales, ANU (Canberra).
>
> - Communicating in Solomon Islands presented by Mary-Louise O'Callaghan, RAMSI Public Affairs Manager (Honiara).
>
> - Capacity Building & Counterparting presented by Henry Khaisum RAMSI Capacity Building Coordinator and on-going capacity building workshops for counterparts and all Australian RAMSI civilians presented by teams comprising AusAID advisers, consultants and counterparts (Honiara).
>
> - Culture and Communication and Community Outreach, presented by Chris Tarohimae, Community Outreach Program (Honiara).

Contractors

AusAID has a responsibility to ensure contractors are provided language, historical, and cultural training prior to deployment. As stipulated in AusAID's contract for the Provision of Services for Governance and Related Aid Activity in Solomon Islands, GRM International are required to provide pre-mobilisation briefings covering these issues to Contractor Personnel and Suppliers.

GRM's performance is monitored routinely by AusAID through Quarterly Milestone Reporting and independent Annual Audits against key performance indicators to ensure minimum standards are upheld in relation to all aspects of the contract.

Post-deployment

9.   Could you explain the AusAID post-deployment briefing and the topics it covers?

      a.   Is it targeted at AusAID personnel only or also other civilians and/or NGO personnel?

      b.   How soon after deployment is the de-briefing to be taken? Is it compulsory?

      c.   How is feedback obtained from personnel? How is it treated after it has been obtained, including implementation of lessons learnt? How are they shared with other agencies in Australia?

AusAID response:

A targeted debriefing process was developed and implemented to capture the experience and lessons learnt of recent Australian whole of government deployees working in our region, and particularly those deployed in fragile states. Coordinated by AusAID with participation by 13 government agencies, the pilot phase of the Deployee Debriefing Program was completed in June 2007.

a)   The pilot phase of the program targets Australian Government deployees working within partner government agencies in the Asia-Pacific region.

b)   The pilot program develops recommendations for consideration by whole-of-government partners regarding timing of debriefings and whether or not they will be mandatory. The deployee briefing process has been designed to complement rather than replace any home agency-specific debriefing process such as psychological debriefings.

c)   An independent consultant is contracted to undertake interviews with deployees based on a series of questions agreed by whole-of-government partners. A series of reports have been produced by the contractor and have been disseminated for discussion through the deployee debriefing working group comprised of officials of all participating agencies.

Inter-agency training

10.   The ANU Centre for International Governance and Justice recommended that the Australian Government support specialised civilian peacekeeping training and that a centre of excellence for civilian peacekeeping be established. It could also provide training to our regional neighbours.

      a.   What, if any, cooperation exists between AusAID and other (regional) countries in relation to civilian training?

AusAID Response:

As noted in response to Question 2(a), AusAID does not normally deploy its staff to line positions in peacekeeping operations. Consequently, we have not pursued cooperation in civilian training activities with other countries.

Working with NGOs

Coordinating strategic aims

11.   The Australian Electoral Commission explained in its submission that in the lead-up to the Solomon Islands' elections, it undertook two very successful projects: the Electoral Assistance Project (EAP) and the Civic Education project. The EAP was undertaken as part of RAMSI and the CEP was 'part of a broader strategy to strengthen and promote good governance'.

     a.   How is it decided which projects will be undertaken as part of RAMSI and which will be conducted under other arrangements?

AusAID response:

Projects are determined in accordance with RAMSI's mandate and by the priorities of the Solomon Islands Government.

     b.   Were those AEC officers responsible for the EAP employed as a part of RAMSI?

AusAID response:

Yes.

Civil–military coordination

12.   Austcare in its submission was critical of the ADF's civil–military doctrine and coordination, noting for example: that current ADF civil–military cooperation doctrine remains classified; is focused on the how cooperation with civil actors can be implemented to achieve the commander's mission rather than accommodating civilian agency views; and that the ADF has been slow to develop CIMIC capabilities within its force structure. Austcare recommends that the ADF align its CIMIC doctrine and procedures with that of the UN.

     a.   From AusAID's perspective, how appropriate and adequate is the ADF's CIMIC doctrine and procedures?

AusAID response:

AusAID feels it is appropriate for the ADF's CIMIC doctrine to be focused on the commander's mission. That said, it is also important for the military to recognise that there are many, and legitimate, actors in the peace keeping space. Military deployments are undertaken to conduct specific missions - as specified in UN Security Council resolutions for UN peacekeeping operations or as agreed by the receiving country as is currently the case in East Timor and the Solomon Islands - and civilian actors operating in the same geographic area may be engaged in a range of activities in support of possibly different mandates. The key, in our view, is that the military conceives its role within the broader transition from conflict-to recovery-to reconstruction-to development transition, not that the military becomes a civilian entity. To provide the civilian actors the space and independence they need to operate, it is important that all ADF activity remain aligned with their military mission, yet cognisant of the broader picture. See also response to Question 14 (below).

  b. What advantages and disadvantages would there be in aligning ADF CIMIC procedures with those of the UN?

AusAID Response:

The UN doctrine, as outlined in the Inter Agency Standing Committee Reference Paper on "Civil-Military Relationships in Complex Emergencies" and developed by the UN Office for the Coordination of Humanitarian Affairs (OCHA),[12] defines CIMIC as 'the essential dialogue and interaction between civilian and military actors in humanitarian emergencies that is necessary to protect and promote humanitarian principles, avoid competition, minimize inconsistency, and when appropriate pursue common goals'.[13] In essence, the UN doctrine approaches CIMIC from the civilian direction while the ADF approaches CIMIC from the military side. Both are complementary and allow for each group to establish operating arrangements (from coexistence to cooperation) appropriate to the entire range of hostile, potentially hostile, or stable environments encountered.

  c. Is AusAID satisfied that ADF involvement in the civil arena, for example in reconstruction efforts, is well coordinated with long-term country strategies?

AusAID Response:

AusAID believes that the primary military role in peace operations is to establish and maintain a secure environment in which development can take place. On those occasions when the environment is too hostile for civilians to conduct development activities it may be appropriate for military forces to undertake focused reconstruction tasks in line with the national development strategy.

For example, in Afghanistan, the ADF is contributing a Reconstruction Task Force (RTF) to the Netherlands-led Provincial Reconstruction Team (PRT) in southern Afghanistan's Oruzgan province. The PRT's role is to assist the Afghan Government to create a stable and secure environment in which reconstruction can take place. Through our Embassy in Kabul, the ADF is engaged in the Policy Action Group, which is led by President Karzai, and aims to coordinate reconstruction in line with the objectives of the Afghan Government.

Within the Oruzgan PRT, the Australian RTF has a clearly-defined role to work on reconstruction and improvement of provincial infrastructure (schools, hospitals, bridges, etc) and community-based projects. In order to promote confidence and growth in local government, the RTF regularly meets with community leaders and stakeholders to ensure their priorities are met through the RTF's reconstruction projects as well as develop important relationships within the communities where they operate.

AusAID accepts that in conducting their activities in such environments it is important for the ADF to prioritise force protection. We recognise that the ADF's assessment of the reconstruction activities it undertakes requires, because of the unique environment, an appropriate blend of security and development objectives.

---

[12] http://ochaonline.un.org/

[13] http://www.reliefweb.int/rw/lib.nsf/db900SID/DPAL-62GCWL?OpenDocument p. 5

13.   Professor Apthorpe and Mr Townsend noted Australia's leadership in terms of international policing and suggested it might be worth 'attempting to lead a progressive conceptual shift from CIMIC (civil–military cooperation) to CIMPIC (civil–military–police cooperation).[14]

- Given the increasing role police play in peace operations, do you see merit in this suggestion?

AusAID response:

In a stable nation, society accepts the police as legitimate custodians of the state's legal system, and armed military are not usually required to maintain basic law and order. This is the desired end state of any peacekeeping operation. In this role, the police are an integral element of civilian society. The complexities of peace and stabilisation operations, especially in hostile or potentially hostile environments, demand cooperation between military, police and civilian actors. In those environments, recognition must be given to the respective roles each actor plays in relation to stabilisation of the socio-political context in which they are deployed. While seeing merit in the proposal, it will be important in developing such doctrine to emphasise that cooperation should be undertaken in a manner which does not compromise any of the actors' core functions. See also response to Question 12 (above).

Communication and information sharing between security agencies and NGOs

14.   Austcare in its submissions pointed to some of the difficulties of military and humanitarian actors coordinating to work in the same space, noting that they have different missions. For example, 'humanitarians' cannot jeopardise their code of neutrality, impartiality and humanity. They may be on the ground for a long time and have useful intelligence but not want to betray any confidences that may risk their neutrality or cause harm to anyone.

It seems that there are some potential conflicts here, with NGOs on the one hand calling for greater coordination and involvement with the AFP and ADF, for example in pre mission planning and training, but also wishing to reserve their independence.

a.   How would you respond to this observation?

AusAID Response:

In general, the level of hostility will determine how close NGOs will wish to be seen to be aligned with the military or police. In benign environments there could be close cooperation, whereas in situations of violent armed conflict, most NGOs would feel that coexistence, with little interaction, would be more appropriate. Attacks on humanitarian workers are universally deployed, however, the extent to which these attacks are because of alignment with 'militaries' or more generally 'outside influences' is not clear.

b.   Do you think there are implicit limits as to how closely NGOs and defence and police agencies can work together?

---

14   *Submission 32*, p. 5.

AusAID Response:

See response to Question 14(a), (above).

      c.   Does your agency have a view on the appropriateness of information sharing between NGOs and departments such as Defence and the AFP?

AusAID Response:

It is appropriate for NGOs to provide details on their capabilities, infrastructure if any, plans, concerns, etc, and for the military to provide information, as appropriate and consistent with their own force protection, on their military goals and policies (including rules of engagement), as well as information on military hazards to NGOs (e.g. known minefields, unexploded ordinance), and information on civilian access to military support (e.g. medical facilities). There will always be tensions in this, particularly when NGOs are structured relatively informally and value diversity of commitment and input, while a military has the onerous responsibility of the management of and (as required) application of lethal force.

Working with the host country

15.   The RSL in its submission listed as an important criteria for Australia's peace operations the 'essential need for all peacekeeping or peace enforcing missions to be linked closely to active diplomacy and other peace making activities aimed at achieving lasting settlements'.

•   From AusAID's perspective, how well are peace operations and other peacemaking activities integrated and coordinated?

AusAID Response:

From AusAID's perspective, this is "work-in-progress". There have been two significant developments within the United Nations that aim to enhance the linkages between civil, military and political dimensions of peace support operations, i.e. (a) the Integrated Mission Planning Concept[15] and (b) the Peacebuilding Commission and Peacebuilding Support Office.[16] We are encouraged by these positive developments but believe that more work needs to be done to improve integration and coordination. Administrative procedures and funding structures need to be better coordinated; conflicting mandates resolved; capacity development improved; and national ownership in times of transition enhanced. The Peacebuilding Fund,[17] for example, can provide catalytic support for bridging the gap between conflict and recovery, but remains limited in size and scope and can therefore only fill part of the funding gap. Its link to either the upstream emergency funding mechanisms or the downstream recovery funding mechanisms remains largely undefined.

---

[15] See for example:
http://www.unficyp.org/Gender%20Affairs/Chapters/Gender%20Resource%20Package%20CD-ROM/Chapter%204%20-%20Gender%20and%20Planning%20for%20Peacekeeping%20Operations/Integrated%20Mission%20Planning%20Process.pdf and
http://www.un.org/peace/reports/peace_operations/docs/recommend.htm#15

[16] http://www.un.org/peace/peacebuilding/

[17] http://www.unpbf.org/

Local engagement, ownership and capacity building

16. Reviews of the UN performance in East Timor have highlighted a possible comparative under-emphasis and under-resourcing of developmental objectives compared with security, and generally limited success in local capacity building.

   a. Could you give some examples of the development projects AusAID has supported in recent operations, such as East Timor, the Solomon Islands and Bougainville?

AusAID response:

East Timor

The United Nations is the major international actor in East Timor and plays a key role in coordinating donor efforts. In addition to direct funding support, AusAID is working in partnership with UNDP on issues such as project design, planning and monitoring and evaluation. AusAID has recently or is currently supporting the following development-focussed projects managed by the United Nations agencies:

- Strengthening the Justice System in Timor-Leste - UNDP
- Strengthening Parliamentary Democracy in Timor-Leste - UNDP
- Support to 2007 National Elections in Timor-Leste – UNDP
- Women in leadership and Decision Making – UNIFEM
- Support for humanitarian assistance delivered through agencies such as UN Office for the Coordination of Humanitarian Affairs (UN OCHA), UNDP and UNICEF

Bougainville

Since 1997, Australia has provided over $250 million to support the peace, restoration and development process in Bougainville. Peacekeeping efforts in Bougainville have been strongly supported by AusAID, including through direct support to the peace process and a longer-term strategy that recognises the links between stability, security and development.

Consolidating the peace by:

- extending current sectoral approaches in education, health, infrastructure, rural development and civil society, with a particular focus on health and education.

- developing a comprehensive law and justice strategy for Bougainville, including the provision of advisory support for the Bougainville Police Service

Implementing autonomous government and reform through:

- support for elections, transfer of powers and public sector reform (Governance and Implementation Fund)

Improving essential service delivery including:

- support in the law and justice, health, HIV/AIDS, education and civil society sectors (Community Development Scheme)

Promoting economic growth including:

- support for infrastructure (including road and wharf rehabilitation and maintenance projects) and agricultural programs (including cocoa and copra rehabilitation projects).

A recent impact assessment of AusAID's support to transport infrastructure and agriculture found that Australia's assistance contributed to both local economic development and the restoration of peace in Bougainville.

Solomon Islands

Some examples of development projects AusAID has supported in the Solomons through RAMSI include:

- Financial Management Strengthening Program
- Solomon Islands Road Improvement Program
- Solomon Islands Parliamentary Strengthening Program
- Solomon Islands Accountability of Government Institutions Program

> b. What proportion of resources and efforts are devoted to service delivery, compared with local capacity building programs?

AusAID response:

East Timor

UNDP programs of support to parliament and national elections in East Timor are focussed upon building the capacity of local actors including parliamentarians, parliamentary staff and electoral administration staff. UNDP's support to the justice system also has a strong focus on capacity but includes the provision of several in-line positions (such as magistrates) to ensure the continuing functioning of the East Timor justice system.

Bougainville

Approximately $18 million was expended in 2006-07 and while there are explicit service delivery components to the Bougainville Strategy (2004-07), local capacity-building is the overarching premise and focus of AusAID's engagement in Bougainville.

Solomon Islands

In relation to RAMSI resources are not apportioned in such a manner but most programs will include a capacity development element. Capacity development is at the heart of RAMSI. This is highlighted in the RAMSI Annual Performance Report 2006-07 (to be published shortly).

Role of women

17.   Both AusAID and DFAT in their submissions affirm the important role of women in resolving conflict and peacebuilding. AusAID comments that 'the role of women should be identified as early as possible in peacemaking processes and women's inclusion at all levels adequately supported'.[18]

- How effectively have women been included in peace operations such as RAMSI and in East Timor?

AusAID response:

The aid program supports several regional programs that raise awareness of and advocate for women's role in peacemaking and peace building. Awareness raising and ongoing dialogue with counterparts is aimed at increasing the participation of women in these processes. For example, we have supported/are supporting:

- the 2006 Pacific Islands Forum Secretariat Regional Workshop on Gender, Conflict, Peace and Security,

- Resolution 1325 for policymakers and NGOs, a two year Pacific-focussed project delivered by the International Women's Development Agency (IWDA),

- FemLINKPACIFIC's regional women's publications and website initiative, and

- a joint UNDP Pacific Centre and UNIFEM initiative aimed at improving SCR 1325 implementation by reviewing existing research and identifying and addressing knowledge gaps.

In the Solomon Islands, the aid program has helped to develop a strategy for advancing the position of women in government in the Solomon Islands, as part of the RAMSI Machinery of the Government Program. By supporting women to gain positions of decision-making power RAMSI seeks to ensure that women are well-placed to contribute effectively to conflict prevention and peace consolidation strategies. Also, the aid program works in partnership with the National Council of Women to encourage effective participation of women in provincial government and community life.

In East Timor the aid program has provided support to UNIFEM to increase women's capacity to participate in decision-making in state institutions; and to CARE, which works with local women's organisations and networks to advance the role of East Timorese women in conflict prevention and peace building in civil society.

Post-deployment sustainability

18.   A number of commentators have observed that some of the underlying causes of tension and instability in the Solomon Islands are in areas beyond RAMSI's remit, for example, resolution of ethnic tensions, land disputes and relations between the capital

---

18   *Submission 26*, p. 7.

and provinces.[19] There have also been questions about the ongoing viability of the Solomon Islands economy in the long term.

    a.   While these concerns are beyond RAMSI's remit, how fundamental are they to stability in the Solomon Islands, and therefore success of RAMSI's endeavours, in the long term?

AusAID response:

These concerns are fundamental and the Solomon Islands Government is responsible for addressing these issues. RAMSI provides the enabling environment as discussed below.

    b.   Is there a role for Australia in assisting the Solomon Islands to address these issues? If so, what avenues is Australia exploring?

AusAID response:

Through Australia's contribution to RAMSI and the bilateral aid program, we are working closely with the Solomon Islands Government to help create the conditions conducive to indigenous leadership on such issues. RAMSI will contribute to the maintenance of law and order, strengthening of government institutions and accountability, and encouraging broad-based growth. The bilateral aid program continues to focus on land tenure initiatives, service delivery and strengthening peace and community initiatives.

Accountability and evaluation

Evaluation and reporting

19.   It has been suggested that RAMSI, with its regional base and broad aims, provides a new model for operations in the Pacific region.

    a.   How is RAMSI being reviewed, to ensure that the lessons learnt from this operation are used in the future?

AusAID response:

The RAMSI Annual Performance Report is a structured account of RAMSI's performance that enables reporting of progress to the Solomon Islands Government, as well as the Pacific Islands Forum and contributing countries. A key contributor to this report is the Peoples' Survey, which canvasses public perceptions and attitudes about RAMSI's work.

In addition, there have been numerous external reviews of RAMSI. Recent examples include:

- Pacific Islands Forum (PIF) Eminent Persons Group Review Report 2005.
- PIF Review Taskforce Report 2007.
- Australian National Audit Office Report, "Coordination of Australian Government Assistance to Solomon Islands", 2007.

---

19   See for example *Submission 12*.

b. From AusAID's perspective, what aspects of the operation have been the most successful and what could have been done better?

AusAID response:

RAMSI has achieved successful outcomes within all three of its main broad areas of focus. Examples in the last year include:

- No reports of major security incidents or crimes involving the use or possession of firearms.
- Reduced average remand times from 24 months in 2005/06 to 12 months in 2006/07.
- Assisted in strengthening the accountability of government institutions, demonstrated by 16 out of 20 departmental and agency annual reports tabled in Parliament in February 2007.
- Supported the Solomon Islands Government in 2006 to improve fiscal and financial management, deliver a surplus budget.
- Assisted SIG to increase tax revenue, which by the end of May 2007 was 48% ahead of the same period in 2006.

Whilst capacity development has been occurring for some time now, an agreed means for measuring and reporting on it across RAMSI's programs only commenced this past year and is reflected in the RAMSI Annual Performance Report 2006-07 (to be published shortly).

20. AusAID's submission recognises the 'need to strengthen evaluation and/or impact assessment of our conflict prevention, humanitarian action and peacebuilding interventions'.[20]

a. How does AusAID review Australia's contribution to peace operations from a development point of view, to capture lessons relating to long-term sustainability outcomes?

AusAID Response:

There are significant conceptual and practical difficulties in evaluating peace-building outcomes. While conflict prevention may be assessed as "the absence of conflict", peace-building is a less tangible idea. Furthermore, attribution is problematic. Nevertheless, and as noted above, AusAID debriefs staff engaged on peace keeping missions.

Evaluation of peace-building outcomes is an acknowledged weakness within the global system. Last November, AusAID officers participated in a workshop convened by the OECD Development Assistance Committee in Oslo.[21] The workshop concluded that there was a requirement to document experiences by various donors to date and to develop "good practice guidance". This process is currently underway and AusAID is contributing to this work through our work with the Mindanao Working Group[22] and the UNDP *ACT for Peace* Program in Mindanao.[23]

---

20 *Submission 26*, p. 16.

[21]http://www.oecd.org/department/0,2688,en_2649_33721_1_1_1_1_1,00.html

[22] http://www.medco.gov.ph/medcoweb/mwg.asp

[23] http://www.undp.org.ph/?link=news&news_id=87

b.   What evaluations and assessments are made currently? What are the major weaknesses and areas for improvement?

AusAID Response:

See response to Question 20(a), above.

21.   A 'People's Survey' is part of the performance framework for RAMSI, aiming to give direct feedback from the host population on the mission's progress.

a.   Is your agency aware of any other mechanisms used in peace operations to evaluate operation effectiveness from the perspective of the host population?

AusAID Response:

Yes. See response to Question 21(b), below.

b.   How important is direct feedback from the host population?

AusAID Response:

Ultimately the goal of all peace operations is to facilitate the participation of citizens in democratic processes. Ensuring that the host population is able to table its priorities and, where necessary, give voice to concerns, is therefore important not only to maintain support for the peace operation, but also because it models good governance practices the peace operation is aiming to facilitate.

Mindful of this long-term goal as well as the need to avoid creating conditions of aid dependency, the international humanitarian community has for some time promoted the participation of crisis-affected communities in humanitarian action. For example, Principle No. 7 of the **Good Humanitarian Donorship Initiative**[24] commits donors (including Australia) to "*request implementing humanitarian organisations to ensure, to the greatest possible extent, adequate involvement of beneficiaries in the design, implementation, monitoring and evaluation of humanitarian response*".

AusAID has sought to give practical expression to this commitment through funding support and engagement with some important international initiatives in this area.

- AusAID has provided funding support - and participated in the first round of consultations earlier this year - of the **Collaborative for Development Action's Listening Project**[25] – a research project that aims to ask the question "are we providing the support that crisis-affected communities want or are we providing what we think they want?"
- AusAID has participated in the Steering Committee for the **ALNAP Global Study on Participation of Crisis-Affected Communities,**[26] which is aiming to develop good practice guidelines for facilitating the active participation of these communities in needs assessment, design, monitoring and evaluation of humanitarian action.

---

[24] http://www.goodhumanitariandonorship.org/

[25] http://www.cdainc.com/cdawww/default.php

[26] http://www.globalstudyparticipation.org/

- Finally, AusAID has also provided funding support to the **Humanitarian Accountability Partnership Initiative (HAPI)**,[27] which aims to establish benchmarks through which NGOs can be held accountable by those they seek to assist. AusAID is currently in the final stages of negotiating funding package for Phase 3 of HAPI, under which it is anticipated that the Australian Council for International Development (ACFID) will become an accrediting agency in this region.

    c.   Should the views of other groups, such as the host government, contributing forces and Australian personnel be included in evaluations of peace operations?

AusAID Response:

Yes. Evaluations serve two purposes – learning and accountability. While the previous responses were primarily concerned with accountability to crisis-affected communities, it is important that future peace operations be informed by the lessons of past operations. In this respect it is important that the views as well as lessons – of non-aid elements of peace operations be noted and the consequences flowing from their observations for humanitarian operations be analysed.

Budget transparency

22.   Regional financial commitments

    a.   What has been the financial commitment by AusAID to recent regional missions in East Timor, the Solomon Islands and Bougainville?

    b.   What proportion of the total aid and development support associated with peace operations in the Solomon Islands, East Timor and Bougainville has Australian contributed?

AusAID response:

East Timor

AusAID does not directly fund the current United Nations Mission in Timor-Leste (UNMIT), or other peacekeeping operations in East Timor. We have partnerships and joint projects with some UN agencies delivering development and humanitarian assistance.

In 2007-08, Australia will spend an estimated $72.8 million on Official Development Assistance in East Timor, an increase from the $43.6 million in the 2006-07 budget. Due to the instability which began in April 2006, and the humanitarian crisis that followed, Australia spent an estimated $74.8 million in 2006-07.

Solomon Islands

AusAID has committed $326.2 million to RAMSI between 2003-04 and 2007-08. Australia has committed $800.4 million in aid expenditure (Official Development Assistance) to RAMSI between 2003-04 and 2007-08.

Bougainville

---

[27] http://www.hapinternational.org/en/

As noted in question 16, Australia has provided over $250 million to support the peace, restoration and development process in Bougainville. The signing of the 2001 Bougainville Peace Agreement, supported by Australia opened the way for significant progress by Bougainvilleans in weapons collection, policing and development of their constitution for an autonomous Bougainville Government.

The table below shows that during the peacekeeping period in Bougainville, 1997-2003, AusAID's expenditure involved $93.7 million on aid and development and $53.4 million to the peace process. Australia was the most significant donor to both development support and the peace process.

AusAID expenditure in Bougainville July 1997 – June 2003 ($million)

Sector	1997/1998 FY	1998/1999 FY	1999/2000 FY	2000/2001 FY	2001/2002 FY	2002/2003 FY	TOTAL
Health	0.5	0.6	1.4	2.1	1.8	1.8	8.2
Education	1.1	1.5	2.8	1.3	1.7	1.5	9.9
Infrastructure (Roads, wharves)	11.1	10.4	6.7	6.5	8.7	11.7	55.1
Rural Development	0.0	0.4	1.0	2.1	1.6	3.2	8.3
Civil Society (NGOs, churches)	2.9	0.6	1.3	3.6	1.9	1.9	12.2
Peace process*	4.0	6.7	15.2	8.5	4.3	5.4	44.1
PMG** Civilian Monitors	1.3	1.9	1.8	1.8	1.4	1.1	9.3
TOTAL	20.9	22.1	30.2	25.9	21.4	26.6	147.1

*Includes: funding for peace and reconciliation meetings, an ex-combatants Trust Account, legal and constitutional advice, Radio Bougainville.

**Peace Monitoring Group and the Neutral Truce Monitoring Group

As peacekeeping operations ceased in Bougainville in 2003, 100% of AusAID's expenditure is focused upon development goals such as economic growth, improving service delivery and supporting civil society to consolidate the peace.

c. Noting that the objectives of the UN missions in places like East Timor have included development: how has the expenditure on developmental goals compared to spending on other mission priorities?

AusAID response:

East Timor

In conjunction with the UN mission in East Timor, a number of UN agencies are present and undertaking development-focussed activities in East Timor. These include UNDP, UNICEF, UNIFEM and UN OCHA. AusAID has provided financial support to each of these agencies.

23. The Australian Electoral Commission explained that its international work is essentially demand driven and predominantly funded by external agencies such as AusAID.

- Can you explain the funding situation for other civilians engaged in peace operations, for example treasury officers participating in RAMSI? Does funding for these positions come from AusAIDs country program budgets, or elsewhere?

AusAID response:

Whole of government RAMSI officials are remunerated by their home agencies, which are subsequently reimbursed by AusAID.

AusAID received an appropriation for RAMSI for four years in the 2005-06 Budget. This funding is managed separately from the bilateral country program budget.

Code of conduct

24. Recent UN reforms have emphasised the importance of UN peacekeepers adhering to the highest standards of conduct and behaviour, and ensuring accountability for crimes committed by personnel deployed in UN operations.

- What disciplinary procedures are in place to ensure AusAID personnel and contractors adhere to the highest standards of conduct and behaviour, including reporting and complaints mechanisms?

AusAID response:

All APS employees are expected to behave in accordance with the APS values ('the Values') and the Code of Conduct ('the Code'). AusAID's Director General is responsible under the *Public Service Act 1999* for promoting the Values and for developing procedures to handle breaches of the Code within AusAID. Under section 15(1) of the Act, one or more of the following sanctions may be imposed where an employee has been found to have breached the Code:
- Termination of employment
- Reduction in classification
- Re-assignment of duties
- Reduction in salary
- Deductions in salary, by way of a fine
- A reprimand

There is no provision in the *Public Service Act 1999* for any other form of sanction, but other management action may be warranted in order to reduce the risk of further misconduct.

Via training and development, and through briefings and reminders, AusAID requires employees to bring any complaints or concerns regarding inappropriate behaviour to the attention of AusAID'S Human Resources Branch.

AusAID's standard contract conditions require the Contractor to use their best endeavours to ensure that all contractor personnel conduct themselves in a manner consistent with the *Public Service Act 1999*, and in accordance with APS Values and the APS Code of Conduct. They also place an obligation on the Contractor to use their best endeavours to ensure that personnel are of good fame and character and act in a fit and proper manner while they are carrying out work or performing duties under the Contract.

Acts of inappropriate behaviour by contractor personnel would normally be reported to a senior representative from the contracting organisation for action. Allegations of criminal conduct are reported to the appropriate authorities.   Ultimately AusAID may give notice to the Contractor requiring the removal of any contractor personnel from an activity. The Contractor must promptly arrange for the removal of such contractor personnel and their replacement (if required) with personnel acceptable to AusAID.