

Joint Project Title: Support to Transitional Justice in Kosovo

Programme Duration: 3 years

Anticipated start/end dates: 1 April 2013 – 31 March 2016

Fund Management Option: Pass-through

Managing or Administrative Agent: UNDP

Total estimated budget*: USD 3,184,823

Out of which:

1. Funded Budget: _____

2. Unfunded budget: _____

* Total estimated budget includes both programme costs and indirect support costs

Sources of funded budget:

- Donor _____
- Donor _____
- Donor _____

In-kind Contributions:

- Donor _____
- Donor _____

Brief Description

The Joint Project 'Support to Transitional Justice in Kosovo' will support and facilitate the process of transitional justice in Kosovo by working with partners that include the authorities and civil society in Kosovo. Through activities implemented in three Joint Project Outputs, a conducive environment for transitional justice process will be created. Outputs include increased capacity of partners and beneficiaries to engage in a comprehensive, gender-sensitive transitional justice process, and enhanced public and stakeholder awareness of and participation in transitional justice in Kosovo.

UN Organizations	National Coordinating Authorities
<p><i>Name of Representative</i> Mr. Joël Mermet <i>Signature</i></p> <p><i>Name of Organization</i> OHCHR <i>Date & Seal</i></p>	<p>N/A</p>
<p><i>Name of Representative</i> Ms. Osnat Lubrani <i>Signature</i></p> <p><i>Name of Organization</i> UNDP <i>Date & Seal</i></p>	<p>N/A</p>



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OFFICE OF THE HIGH COMMISSIONER FOR HUMAN RIGHTS

Support to Transitional Justice in Kosovo

Joint Project Document

CDP Outcomes:	<ul style="list-style-type: none">• CDP Outcome 2.1: “Institutions responsible for delivering public services and social justice are accountable and responsive to rights holders”.• CDP Outcome 2.2: “Key civil society actors increasingly influence the accountability of governance for public services and social justice”.
Expected UNDP KPAP Outcome:	KPAP Outcome 2: “By 2015, rule of law institutions are more efficient, transparent, gender responsive and accountable”.
Expected Accomplishment of the OHCHR Stand-alone Office in Kosovo:	Expected Accomplishment 3.2 of the OHCHR Stand-alone Office in Kosovo: “Steps taken to establish transitional justice mechanism relating to serious human rights violations during the wars in the former Yugoslavia”
Project Outputs:	<ol style="list-style-type: none">1. Capacity of the Inter-Ministerial Working Group on Dealing with the Past and Reconciliation to fulfil its mandate is strengthened.2. Capacity of civil society to contribute to a transitional justice process in a constructive and critical manner is strengthened.3. Public and stakeholder awareness of and participation in transitional justice is increased.
Implementing Agency:	United Nations Development Programme (UNDP) and Office of the High Commissioner for Human Rights (OHCHR)
Partners:	Members of the Inter-Ministerial Working Group on Dealing with the Past and Reconciliation, Secretariat of the Inter-Ministerial Working Group on Dealing with the Past and Reconciliation, Office of the Prime Minister, Civil Society

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I. SITUATION ANALYSIS

Kosovo is currently at an important juncture regarding Transitional Justice.¹ In June 2012, the authorities in Kosovo adopted a decision establishing an Inter-Ministerial Working Group (IMWG) on Dealing with the Past and Reconciliation with the main purpose of drafting a “national transitional justice strategy”.² Although transitional justice formed part of the Ahtisaari Plan,³ this is the first time since the 1999 conflict that Kosovo is attempting to initiate a comprehensive national process on this issue. With the closing of the International Civilian Office (ICO), formerly responsible for supporting implementation of the Ahtisaari Plan, UNDP and OHCHR propose to support this process through the Joint Project ‘Support to Transitional Justice in Kosovo’.

Kosovo’s complex and disputed past is reflected in its present, a place deeply divided on questions of legitimacy and identity, notably reflected in the current dialogue between Pristina and Belgrade. As Kosovo hopes to build a better future, one of its biggest challenges remains dealing with its past. Similarly to the rest of the region, Kosovo is marked by a largely unaddressed legacy of violations of human rights and international humanitarian law. While much of the physical destruction from the conflict has been repaired and rebuilt, outstanding grievances on the part of a population, still affected by the conflict, have not yet been dealt with.

The conflict in Kosovo in the late 1990s led to tens of thousands of casualties and hundreds of thousands of civilians being displaced from their homes.⁴ The immediate post-conflict period was marked by lawlessness, continued killings, destruction and unlawful occupation of property, and displacement of civilians.⁵ To this day, victims’ rights have not been addressed in a satisfactory manner, excluding, among others, any comprehensive reparations programme. Many issues remain unaddressed – for example, according to the ICRC, 1,775 persons out of the 6,024 persons reported missing to the ICRC from the period of 1998 to 2000 remain unaccounted for.⁶ In addition, while it is known that sexual and gender-based violence (SGBV) occurred during the conflict, the number of female and male victims is unknown and a culture of shame and silence surrounds the issue.⁷ Furthermore, property related issues resulting from the conflict remain a major obstacle to dealing with the past.

The lack of consensus about the past continues to hamper any prospect of reconciliation. For example, a recent study confirmed previous findings that indicate that many Kosovans from all ethnic backgrounds believe their rights to have been violated in the recent past, but that many of them categorically deny the possibility that members of their own community may have committed war crimes.⁸ On the question whether all perpetrators of war crimes are considered criminals, regardless of their ethnic belonging or that of the victims, a negative trend has taken place over the past five years, whereby in 2012 Kosovans were less likely than in 2007 to consider perpetrators of war crimes

¹ For the purpose of this Project Document, the terms ‘Transitional Justice’ and ‘Dealing with the Past’ are used interchangeably, while preference is given to the use of the term ‘Transitional Justice’.

² Decision No. 03/77, 04.06.2012. The IMWG consists of 12 government and 8 civil society representatives, as well as members of the international community as observers and its Secretariat is situated within the Office of the Prime Minister (the Government Decision will be amended to add three more members; Ministry of Internal Affairs; Agency for Gender Equality, and Office for Good Governance).

³ Article 2.5 of the Comprehensive Proposal for the Kosovo Status Settlement (S/2007/168/Add.1).

⁴ Estimated numbers of casualties and displaced persons vary by source and are highly disputed.

⁵ See for example Report of the High Commissioner for Human Rights on the situation of human rights in Kosovo, Federal Republic of Yugoslavia, E/CN.4.2000/32, 17 March 2000.

⁶ ICRC, ‘Kosovo: ICRC hands over software for management of missing persons data’, 8 June 2012 <http://www.icrc.org/eng/resources/documents/news-release/2012/kosovo-news-2012-06-07.htm>.

⁷ HRW, Kosovo: Rape as a weapon of “Ethnic cleansing”, Chap IV. The Consequences of Rape. http://www.hrw.org/reports/2000/fr/Kosov003-03.htm#P400_82668.

⁸ Report on the Perceptions on Transitional Justice in Kosovo, 2012, prepared by UBO Consulting, January 2013, UNDP Kosovo (currently in draft form, to be finalised by end of January 2013); and ‘Public Perceptions on Transitional Justice’, Report on Transitional Justice Opinion Polling Survey, UNDP Kosovo, May 2007.

as criminals if they belonged to their own community, with a steady 10% drop within the K-Albanian and K-Serbian community and a 22% drop within other non-majority communities since 2007.⁹ Simplistic, group-based and mutually exclusive readings of the past are also reflected in the history lessons taught to the younger generation who have no memory of the conflict. As is the case with text books of neighbouring countries, Kosovo's high school pupils are being taught a one-sided story, where presentation of crimes is limited to those 'committed by the other side, presenting oneself as the victim and the other as the aggressor'.¹⁰

Regarding the delivery of justice, the record for Kosovo is bleak. There is a general perception that the international community, largely in charge of war crimes cases since the end of the conflict, has systematically failed to adjudicate war crimes cases in Kosovo,¹¹ and that this has always been 'a priority in name only'.¹² Only five cases pertaining to war crimes committed in Kosovo have been handled at the International Criminal Tribunal for the Former Yugoslavia (ICTY), mostly to divisive and controversial effect within Kosovo and regionally. There is no evidence that this has contributed to reconciliation or that it has opened public space for critical debate about the past.¹³ Meanwhile, domestic courts in Kosovo, for which UNMIK and EULEX have been largely responsible, have only concluded 14 cases of war crimes with final verdicts, 13 years after the end of the conflict.¹⁴ Evidently, a culture of impunity prevails in Kosovo, adversely affecting the rule of law, civic trust, and any prospect of reconciliation.

In sum, Kosovo society remains profoundly affected by its past, as well as deeply divided along and across community lines with mutually exclusive understandings and interpretations of the past. It is thus in need of a comprehensive, inclusive, gender-sensitive, victim-centred, and consultative process of transitional justice.

For the United Nations, transitional justice includes the 'full range of processes and mechanisms associated with a society's attempt to come to terms with a legacy of large-scale past abuses, in order to ensure accountability, serve justice and achieve reconciliation. These may include both judicial and non-judicial mechanisms, with differing level of international involvement (or not at all) and individual prosecutions, reparations, truth seeking, institutional reform, vetting and dismissals, or a combination thereof'.¹⁵ Transitional Justice processes and mechanisms are a critical component of the United Nations framework for strengthening the Rule of Law, and guiding principles for these processes and mechanisms include their need to employ, amongst others, an inclusive, consultative, comprehensive, victim-centred and gender-sensitive approach.¹⁶

⁹ Report on the Perceptions on Transitional Justice in Kosovo, 2012, prepared by UBO Consulting, January 2013, UNDP Kosovo (currently in draft form, to be finalised by end of January 2013).

¹⁰ 'Kosova 1912 – 2000 in the history textbooks of Kosova, Albania and Serbia', Shkëlzen Gashi, published by the Kosovo Association for Human and Child Rights (KAHCR) and the Kosova Education Centre (KEC), 2012, p.53.

¹¹ 'Justice failed in Kosovo', Amnesty International, 30 January 2008, <http://www.amnesty.org/en/news-and-updates/report/justice-failed-kosovo-20080130> and 'Kosovo, Time for EULEX to Prioritize War Crimes', Amnesty International, April 2012, quoted in 'Challenges in Dealing with the Past in Kosovo: From Territorial Administration to Supervised Independence and Beyond', Nora Refaeil, in *Politorbis* No. 54 (2/2012), December 2012, p.90.

¹² 'Kosovo's War Crimes Trials: An Assessment 10 Years on, 1999-2009', OSCE, May 2010, p.6.

¹³ 'A Turbulent Year for Transitional Justice in the Balkans', Marija Ristic, *Balkan Transitional Justice*, 2012, accessed at <http://www.transconflict.com/2013/01/turbulent-year-for-transitional-justice-in-the-balkans-911/>; 'Hague Verdicts Don't 'Justify' Croatia's, Kosovo's, Wars', Florian Bieber, *Balkan Transitional Justice*, 29 November 2012, <http://www.balkaninsight.com/en/article/hague-verdicts-don-t-justify-croatia-s-kosovo-s-wars>; 'Serbian Fury at Haradinaj Verdict', Amra Zejneli, Branka Mihajlovic, Milos Teodorovic, *Institute for War & Peace Reporting*, TRI Issue 767, 3 December 2012.

¹⁴ 'Regional Approach to Healing the Wounds of the Past', Bekim Blakaj, in *Politorbis* No. 54 (2/2012), December 2012, p.83.

¹⁵ 'The Rule of Law and Transnational Justice in Conflict and Post-Conflict Societies', Report of the Secretary-General S/2004/616, 23 August 2004.

¹⁶ Guidance Note of the Secretary-General, United Nations Approach to Transitional Justice, March 2010.

In line with the Decision of 4 June 2012, the process of dealing with the past in Kosovo should be conducted according to the United Nations principles on transitional justice¹⁷ and combating impunity¹⁸ as well as in respect of human rights norms and standards. In accordance with this approach, transitional justice should combine the elements of truth-seeking, justice initiatives, reparations and guarantees of non-recurrence in a complementary and mutually reinforcing manner.¹⁹

In the longer term, the final goal of any transitional justice process is the restoration of civic trust and reconciliation among and within communities. It is based on the understanding that public awareness and knowledge about past crimes, free debate about the past, a human-rights based approach to reparations for all victims, and an end to the culture of impunity, constitute a precondition to any meaningful reconciliation process and the consolidation of the rule of law.²⁰ The United Nations has stressed the connection between transitional justice and the rule of law, which in turn is widely recognised to positively impact peace, security, and social and economic development.²¹ From a human development perspective, such a comprehensive, inclusive, gender-sensitive, and victim-centred transitional justice process has the potential to improve the lives of Kosovan victims, society at large, and future generations.

Beneficiaries and Partners

All people and communities, including women, children, and minority communities, of Kosovo will benefit from a comprehensive and inclusive Transitional Justice process that helps Kosovo to move forward by addressing the past and building the ground for reconciliation and lasting peace.

Immediate beneficiaries and partners of the project are the members of the IMWG on Dealing with the Past and Reconciliation and a range of Civil Society Organisations (CSOs) – including those dealing with women's issues – who, as part of a Civil Society Platform for the Transitional Justice process, will benefit from expert and technical support in the process of drafting and engaging with a National Transitional Justice Strategy.

Specifically, the entire Joint Project will be led with these two partners in mind – the IMWG and Civil Society. The design, implementation, and sequencing of activities will be informed by their needs, capacities, and priorities, in line with the principle of national ownership. The aim is to create a conducive environment for Kosovo's Transitional Justice process. As such, UNDP and OHCHR have no pre-set vision of an ideal result of this process. Rather, the project will adhere only to the stated principles, established by the United Nations, by which any Transitional Justice process should be conducted. The aim is to support and facilitate the work of Project partners in realising the transitional justice mechanisms they see most suitable for Kosovo.

Current Initiatives

UNDP's Advancing Gender Justice Project in early 2013 will complete a mapping of current actors and activities focused on transitional justice in Kosovo. This mapping will inform the Joint Project on Support to Transitional Justice, providing a clear overall picture of the initiatives currently underway in the field, and serving as a baseline upon which to judge developments within the civil society sector over the course of the Joint Project. All efforts will be made to avoid overlap and competition, and to pro-actively create synergies through the Joint Project's Civil Society Platform.

¹⁷ Guidance Note of the Secretary-General, United Nations Approach to Transitional Justice, March 2010.

¹⁸ Report of the independent expert to update the set of principles to combat impunity, Diane Orentlicher, E/CN.4/2005/102/Add.1, 8 February 2005.

¹⁹ A/HRC/21/46.

²⁰ Report of the Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence to the Human Rights Council, http://www.ohchr.org/Documents/HRBodies/HRCouncil/RegularSession/Session21/A-HRC-21-46_en.pdf.

²¹ Report of the Secretary General on the rule of law and transitional justice in conflict and post-conflict societies, 12 October 2011, S/2011/634.

In relation to the work of the IMWG, UNDP's Advancing Gender Justice Project in early 2013 hired one staff member engaged as Administrative Assistant to the IMWG, situated within the Office of the Prime Minister of Kosovo (OPM). In light of the fact that the UNDP/OHCHR Joint Project on Transitional Justice is still in its development, the rationale was to provide interim administrative support to the OPM covering the period of setting up the IMWG and the initial phase of IMWG's work, with the aim of bridging the time until the Joint Project on Support to Transitional Justice will provide more systematic and sustained support to the entire process of transitional justice, both logistically and substantively.

II. STRATEGY

UNDP and OHCHR have drafted this Project Document in consultation with relevant stakeholders and based on their extensive involvement, experience and expertise on transitional justice in more than 20 countries.²² In addition, the Joint Project Document was enriched by consultations with relevant stakeholders in Kosovo and abroad. In order to support Kosovo's broader efforts in transitional justice, it has to be acknowledged that the UN eschews one-size-fits-all formulas and the importation of foreign models and bases its work upon a thorough analysis of national needs and capacities. Notwithstanding Kosovo's unique context, the Joint Project acknowledges the number of activities in the field of transitional justice, such as the continuous work of the ICTY, the ICRC facilitated working group on missing persons, and the RECOM initiative.

On 4 June 2012, the authorities in Kosovo adopted a decision establishing an Inter-Ministerial Working Group (IMWG) on Dealing with the Past and Reconciliation with the main purpose of establishing a comprehensive, inclusive and gender-sensitive approach for Dealing with the Past in Kosovo, amounting to a National Transitional Justice Strategy.²³ The IMWG consists of 12 government and 8 civil society representatives, as well as members of the international community as observers. Its Secretariat is situated within the Office of the Prime Minister (OPM), providing administrative and logistical support to the IMWG.

The decision mandates the IMWG to 'deal with gross human rights violations and serious violations of international humanitarian law in the past in Kosovo including the last war and the transition period, taking into consideration the views of all communities in Kosovo in order to promote Reconciliation and lasting peace'. As such, the IMWG may design and implement a broad range of transitional justice initiatives, strategies, policies and measures. It is also expected to disseminate information about its work and to conduct broad consultations with representatives of the affected population.

The decision establishing the IMWG also foresees International support to the process of developing a Transitional Justice Strategy and its implementation, whereby international organizations and embassies may contribute '(...) the necessary resources, providing professional expertise, and providing administrative assistance within the Secretariat/Office in support of the IMWG's mandate'.²⁴

A broad-based, national consultation process will be vital to the IMWG's work,²⁵ and a central part of the support offered to the IMWG by the Joint Project. As stated, a comprehensive process of national consultations with affected communities is key to ensuring transitional justice efforts are human-rights based and focus on the rights and needs of victims and their families in particular.²⁶ In the Kosovo context, it will be particularly important to ensure the consultation process makes a pro-active effort to include all categories of victims, and consults with victims broadly, beyond the organisations and associations that claim to represent them. Such consultations may use qualitative or quantitative methods. Quantifiable information may be collected, analysed and interpreted, e.g. through a public opinion survey to inform the work of the IMWG. This method can grasp large-scale representative data, however, its drawback is that it 'tends to propose a limited range of options and (...) may preclude respondents from suggesting novel or otherwise unanticipated transitional just arrangements'.²⁷ The IMWG will thus also benefit from support in conducting large-scale qualitative consultations throughout Kosovo. The aim of this method is to view the issues through the eyes of the

²² See for example <http://www.undp.ba/index.aspx?PID=21&RID=95> and the Report of the UNHCHR on human rights and transitional justice, A/HRC/18/23, 4 July 2011.

²³ Decision No. 03/77, 04.06.2012.

²⁴ Decision No. 03/77, 04.06.2012.

²⁵ Decision No. 03/77, 04.06.2012.

²⁶ 'Rule-of-Law Tools for Post-Conflict States: national consultations on transitional justice', HR/PUB/09/2, Office of the United Nations High Commissioner for Human Rights, 2009.

²⁷ 'Rule-of-Law Tools for Post-Conflict States: national consultations on transitional justice', HR/PUB/09/2, Office of the United Nations High Commissioner for Human Rights, 2009, p.8.

respondents and participants, taking the form of workshops, seminars, community meetings and focus groups, while ensuring the participation of all relevant interest groups.

Importantly, broad-based national consultations should be viewed not as outreach activities or public relations exercises, but rather as a two-way information stream. 'National consultations are a form of vigorous and respectful dialogue whereby the consulted parties are given the space to express themselves freely, in a secure environment, with a view to shaping or enhancing the design of transitional justice programmes'.²⁸ They are thus the basis upon which the IMWG will develop the most suitable National Transitional Justice Strategy for Kosovo.

The overall objective of the UNDP/OHCHR Joint Project is to support the process of drafting a National Transitional Justice Strategy for Kosovo, employing both top-down and bottom-up approaches. In accordance with the decision outlining the IMWG's mandate, the project will provide logistical and substantive support to the Secretariat serving the IMWG, including to the process of national consultations, which will form an essential part of the IMWG's work and will define its legitimacy and national ownership. If the IMWG decides to create sub-groups, the project will also support those bodies in accomplishing the tasks assigned to them by the IMWG. Substantive themes of the possible sub-working groups would be made more explicit during the initial meetings of the IMWG. Secondly, in parallel to this institutional element, the project will also focus at the grassroots level by strengthening the capacity of CSOs to contribute in their important role of engaging with the authorities in drafting and implementing transitional justice mechanisms and processes. In addition to work within the Secretariat and with a Civil Society Platform, the project aims to create a conducive environment for the IMWG's work by raising public and stakeholder awareness of and participation in the process of Dealing with the Past. The project thus foresees several types of support:

- (i) Technical, logistical, and substantive support to the IMWG in fulfilling its mandate;
- (ii) Capacity-building of civil society to engage in the process of transitional justice;
- (iii) Awareness-raising on transitional justice principles and mechanisms among the population and key stakeholders in Kosovo.

Key Principles

While implementing the Joint Project, due consideration will be paid to the guiding principles included in the 2010 Guidance Note of the Secretary-General on Transitional Justice.²⁹ In addition, implementation will be directed by further principles, including:

- The value of national ownership in all stages of the project.
- The importance of inclusiveness, comprehensiveness, broad consultations, transparency and gender-sensitivity throughout the project.

The Joint Project will be implemented based on the needs and priorities of the aforementioned beneficiaries and partners. Therefore, it is paramount to adopt an inclusive and consultative process throughout the duration of the project to ensure that it generates meaningful results. Consequently, UNDP and OHCHR will incorporate the knowledge and expertise of various stakeholders in government and civil society, and will do their utmost to ensure coordination and avoid overlap or competition with any of the other actors in the field of transitional justice in Kosovo. The implementation and management arrangements described in detail below include a range of tools and provisions to ensure compliance with these principles.

²⁸ Rule-of-Law Tools for Post-Conflict States: national consultations on transitional justice', HR/PUB/09/2, Office of the United Nations High Commissioner for Human Rights, 2009, p.3.

²⁹ Guidance Note of the Secretary-General, United Nations Approach to Transitional Justice, March 2010.

National Ownership

Undertaking a comprehensive transitional justice process is a challenging endeavour for any country facing a past marked by serious human rights violations. It is a delicate endeavour in which all actors, be they government officials, members of civil society, or international supporters or facilitators of the process need to be sensitive to the concerns of all members of society, especially vulnerable or marginalised victims. For such a difficult process to successfully gain broad legitimacy among the population, it is paramount that it is thoroughly nationally owned, and perceived as such. There is also growing evidence that transitional justice measures that ‘evolve over time and involve strong national ownership result in greater political stability in post-conflict settings’.³⁰

An appreciation of this central necessity informs the project’s design and implementation, and special consideration will be given to the principle of national ownership in outreach activities conducted as part of the project.

Joint Project Outcomes and Relation to Key Strategic Documents

The Joint Project on Support to Transitional Justice in Kosovo is expected to contribute to a successful national Transitional Justice process in Kosovo by building the capacities of key institutional and civil society actors to engage in it, and by creating a conducive environment for the process to take place in. This way, the Joint Project will contribute towards vindicating the dignity of victims, improving community relations, strengthening civic trust, and in the longer term to reconciliation and the prevention of future violence.

The Joint Project is linked to key strategic documents in its contributions towards:

- (i) the UN Kosovo Team’s Common Development Plan (CDP) Strategic Theme 2 ‘Accountability for delivering social inclusion’, more specifically UN Outcome 2.1. ‘*Institutions responsible for delivering public services and social justice are accountable and responsive to rights holders*’ and UN Outcome 2.2. ‘*Key civil society actors increasingly influence the accountability of governance for public services and social justice*’;
- (ii) Outcome 2 of the UNDP Kosovo Programme Action Plan (KPAP): “*By 2015, central and local governments more effectively plan, implement and administrate policies which are participatory, gender-responsive and human rights centred*”;
- (iii) Expected Accomplishment 3.2 of the OHCHR Stand-alone Office in Kosovo: “*Steps taken to establish transitional justice mechanism relating to serious human rights violations during the wars in the former Yugoslavia*”

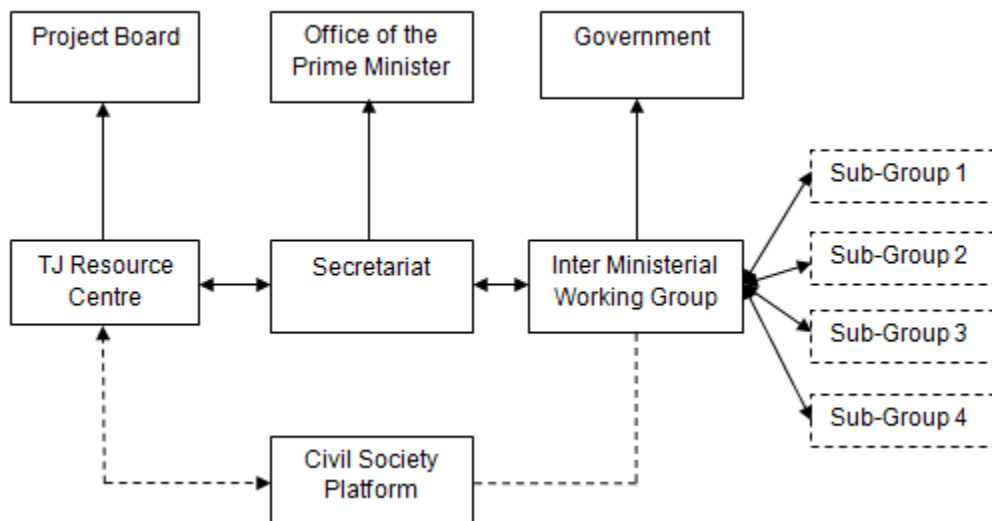
Specifically, the Joint Project is expected to achieve the following Specific Outcomes, which contribute to the above-mentioned Outcomes and Accomplishments listed in the key strategic documents:

- Sufficient substantive knowledge and technical capacities among key institutional and civil society stakeholders to engage in a national Transitional Justice process;
- Improved awareness and understanding among the general population of transitional justice mechanisms and processes;
- A conducive environment for the realisation of a transparent and inclusive transitional justice process spanning several years, including broad consultations leading to a victim-centred and gender-sensitive “National Transitional Justice Strategy for Kosovo”.

Project Set-Up and Implementation Arrangements

Joint Project Organigram:

³⁰ Report of the Secretary General on the rule of law and transitional justice in conflict and post-conflict societies, 12 October 2011, S/2011/634.



The Joint Project will support the process of transitional justice in Kosovo, and in particular the development of a National Transitional Justice Strategy by the IMWG. According to the above organigram, the project set-up is based on two distinct, but mutually supporting components consisting of a **Transitional Justice Resource Centre (TJRC)** and the IMWG's **Secretariat**.

The **Senior Adviser on Transitional Justice (SATJ)** will be a part of the Transitional Justice Resource Centre (TJRC), a senior staff member with high-level expertise in the area of transitional justice, as well as a **Project Manager**, in charge of overseeing and coordinating the implementation of all Project activities, a **Project Associate** and **Translation Services**. It is envisioned that only the Senior Adviser would be an international owing to need for outside expertise. The project will also include the possibility to contract short-term consultants, most likely international, in order to provide in-depth expertise in certain critical areas. The remainder of the project staff will be national. All staff are required to have human rights knowledge and know how to effectively implement gender mainstreaming in project areas. The TJRC reports to the **Project Board**, which includes representatives of the implementing UN Agencies, the UN Kosovo Team, the donors, as well as stakeholders and beneficiaries of the project. The Project Board is to meet twice a year so that the project can be adjusted if necessary and to monitor and offer guidance on the project's implementation.

The TJRC will also set up and support a **Civil Society Platform** for discussion and capacity building on issues related to transitional justice, which will contribute to enhancing civil society's ability to take active part in the IMWG-led broad-based national consultation process. This Platform will serve a wide range of civil society organisations, media, academics, religious institutions, professional associations, victims and veterans associations, family associations of the missing, former political prisoners, and others. It will act as a discussion forum, as well as a catalyst and resource for the IMWG's work. The Platform will be open to broad participation and membership, notably beyond the eight CSOs formally members of the IMWG. This way, the Joint Project will ensure that the TJRC can also act as an interlocutor between the IMWG and civil society more broadly, which should feed into the work of the IMWG. Additionally, the TJRC will implement activities to raise public and stakeholder awareness on transitional justice, thus contributing to a conducive environment for the IMWG's work.

As outlined in the decision establishing the IMWG, the Office of the Prime Minister has established a **Secretariat** to provide administrative and logistical support to the IMWG. The project will support the Secretariat in the form of two staff members, a **Secretariat Officer** and a **Secretariat Assistant**.³¹

³¹ As mentioned above, the Secretariat is currently being supported through one administrative assistant by

With the help of these two staff members, the secretariat will serve the IMWG and facilitate its work wherever needed, e.g. related to outreach, consultations, and drafting processes. The Secretariat will also benefit from the expertise and services available within the TJRC, e.g. through the Senior Adviser and the Translating Service located therein. These will be at the Secretariat's and the IMWG's disposal for substantive assistance and facilitation. As such, the TJRC will act as a knowledge hub, at the disposal of the Secretariat and the Civil Society Platform, and will enable the implementation of all Outputs of the Joint Project.

The IMWG, mandated by and reporting to the government, is supported by the Secretariat and the expertise available within the TJRC. In addition, it will benefit from activities that strengthen the capacity of its members and raise awareness of the transitional justice process more widely, beyond its own membership. Together, these two components will contribute in a significant way to the work of the IMWG and to creating a conducive environment for the drafting of a National Transitional Justice Strategy for Kosovo. Outreach activities, support to national consultations, and targeted capacity-building, among other activities, will all contribute to this goal. However, the Secretariat and the IMWG remain independent of the Joint Project and the TJRC. They report directly to the OPM and define their priorities in line with decisions taken within the IMWG, informed by the outcome of broad-based national consultations.

As seen in the above organigram, the Joint Project on Support to Transitional Justice in Kosovo is committed to a stakeholder-owned process, offering direct support to it through the Secretariat and the Civil Society Platform, while also implementing stand-alone activities through the TJRC. These create a conducive environment for the work of the IMWG and may inform its work. Planning and implementation of project activities will therefore be timed with the progress, needs, and priorities of the IMWG in mind, to act as a catalyst and enabler where possible. Key staff that will enable this flow of information and sensitive timing of activities are the Project Manager and the Senior Adviser, who will ensure to remain in close contact and consultation with partners from government and civil society.

Further Considerations

Key considerations to keep in mind while implementing the project include:

- The political sensitivity of any project on transitional justice.
- The vulnerability of the project Outputs to political developments beyond the project's control.

It must be noted that due to its politically sensitive context, any project in this field is a long-term endeavour and its immediate impact and results may be hard to measure. In this sense, the process of awareness-raising, holding inclusive and participatory consultations and public debates about the past is significant in itself. The politically sensitive nature of transitional justice also requires greater flexibility in the planning and timing of project implementation. Thus, the timeline of activities of the Joint Project will be less predictable than in conventional projects. The activities outlined in sections below are purposefully kept at the level of *indicative* activities, with a view to designing them based on the ongoing developments and needs of the Joint Project's partners and beneficiaries. The project team will need to remain flexible while adapting to political and social developments, while ensuring full transparency to the Project Board that allows for oversight of any substantial changes to the Joint Project Document.

Finally, the project is highly sensitive to changes in the political environment, which are beyond the control of OHCHR and UNDP. Risks arising from this fact are recorded in the Joint Project's risk log and the project will make all efforts to operate in a conflict sensitive manner ('do no harm') and to manage identified risks during the implementation of the project. See Annexes below for a detailed risk log.

UNDP's Advancing Gender Justice project. The support described here will replace the current, interim support provided by UNDP.

Outline of Outputs and Indicative Activities

The following Outputs will result due to activities supported and/or implemented by the Secretariat and the TJRC. As discussed above, identification, planning and implementation of indicative activities described in the Joint Project Document are subject to continuous re-assessment of the needs and priorities of the Joint Project partners. As such, the below list should not be understood as final.

Output 1 – Capacity of the Inter-Ministerial Working Group on Dealing with the Past and Reconciliation to fulfil its mandate is strengthened.

This Output is divided into two Activity Results (Activity IDs in Atlas):

- 1) Enhanced logistical capacity of IMWG to fulfil its mandate
- 2) Enhanced substantive capacity of IMWG to fulfil its mandate

Regarding the IMWG's logistical capacity to fulfil its mandate, the Joint Project will provide the IMWG's Secretariat, located within the OPM, with two staff members – a Secretariat Officer and a Secretariat Assistant. They will be tasked to support all of the Secretariat's work, including organising meetings, ensuring the flow of information within the IMWG, and supporting logistically and administratively the consultation and drafting processes. This activity is in line with the needs of the Project partners - given the limited human resources within the OPM and its already significant workload, a comprehensive transitional justice process requires further staffing. Throughout the Joint Project's duration, logistical support will be provided to the Secretariat to ensure maximum impact of the IMWG's work.

Substantive support will be provided to the IMWG most notably through the Joint Project's Senior Adviser on Transitional Justice (SATJ), situated within the Transitional Justice Resource Centre (TJRC). The SATJ will be available to guide the IMWG's work throughout the process by providing high-level expertise and relevant training. Targeted capacity building, knowledge exchange and trainings will be conducted to increase IMWG members' understanding of all four pillars of transitional justice. Additionally, upon request of the IMWG, the Joint Project will be able to engage external experts to develop policy papers on pertinent transitional justice issues in order to provide comprehensive and persuasive policy recommendations. This may be necessary in cases where the IMWG identifies areas in need of up-to-date knowledge, analysis, and/or awareness-raising. Potential themes may include reparations, needs assessment of victims, economic losses, public apologies, memorialisation, to name but a few. The IMWG will benefit from this type of substantive input, which, where appropriate, may be followed by respective awareness-raising activities. Additionally, under this Output the Joint Project may organise, as warranted, study visits for various Secretariat members and members of sub-groups of the IMWG to other countries or regions that are dealing, have dealt with, or are struggling to deal with similar transitional justice processes. This type of exchange can be critical in providing input and lessons from other cases on both the substantive and procedural aspects of transitional justice. In other instances, these kinds of exchanges have been described as transformative for individuals involved in transitional justice processes to grasp the complexity and importance of their task.

The activities under this Output will ensure that the IMWG and its Secretariat have sufficient logistical and substantive capacity to successfully implement their mandate, i.e. to complete their Rules of Procedure and Action Plan for drafting and implementing a National Transitional Justice Strategy for Kosovo. The Rules of Procedure were completed and approved in early May 2013.

Output 2 – Capacity of civil society to contribute to a transitional justice process in a constructive and critical manner is strengthened.

This Output is divided into three Activity Results (Activity IDs in Atlas):

- 1) Increased capacity of Civil Society Organisations for transitional justice
- 2) Targeted support to advocates for victims of specific human rights violations provided
- 3) Enhanced capacity of the media to report on transitional justice issues

The inclusiveness and legitimacy of any Dealing with the Past process rests upon the participation of civil society. As outlined above, the implementation of activities under this Output will be targeted at civil society, most specifically defined, as NGOs working directly on transitional justice issues, primarily the 8 CSOs who are full members of the IMWG. The creation of a Civil Society Platform for transitional justice will serve to support coordination and networking between CSOs. The Joint project will also support online information sharing in this regard. The aim of this Output is to ensure that all sections of society have increased understanding and capacity to be able to meaningfully contribute to the process of transitional justice. The activities foreseen under this Output aim to reach civil society broadly, and would be primarily represented under the 8 civil society members of the IMWG. Ensuring a broad selection of Kosovan civil society benefits from an improved understanding of transitional justice processes and mechanisms, as well enhanced abilities to create meaningful platforms of representation and advocacy, will significantly facilitate the national consultation process towards an inclusive and comprehensive National Transitional Justice Strategy.

Foreseen activities under Output 2, to be implemented through the Civil Society Platform and with the staff and resources available in the TJRC, include trainings by local and international experts on issues pertaining to transitional justice. Beneficiaries will include civil society organisations ranging from academia, religious institutions, media, professional associations, human rights activists, youth organisations, women's organisations, missing persons', veterans' or victims' associations, and other relevant groups. Additionally, capacity building in the areas of platform creation and advocacy will be provided where relevant, as well as targeted coaching and support to advocates representing victims of human rights violations, including victims of SGBV. For victims in need of such services, the Joint Project will, through qualified CSOs, contribute to providing counselling and psycho-social support to victims involved in the project.

Under this Output, the Joint Project will administer a small grants fund for civil society projects related to transitional justice. The IMWG would be involved in the selection process for the small grants to CSOs. All members of the platform may submit project proposals for small grant funding, and can be selected according to set criteria by the project staff. These may be used for CSOs to conduct small projects in all fields of activity covered by the four pillars of transitional justice. The small grants fund will serve as an important resource for capacity-building and awareness-raising. It may be applied to cultural, grassroots, or other initiatives with a view to encouraging small 'pilot' projects related to transitional justice at a local level. These may feed into the work of the IMWG. In order to contribute to the broad reach of the Joint Project, the small grants will be administered with a focus on reaching out to grassroots organisations and smaller CSOs beyond Pristina in all regions of Kosovo.

Output 2 also foresees meetings of CSOs from across the region, including youth CSOs that could contribute to the transitional justice process and facilitate exchange of experiences. This activity will enhance the capacity of civil society to form regional, multi-ethnic, and cross-country alliances on transitional justice issues, and strengthen the links that already exist. The activity's aim is to engage more of Serb/Albanian civil society outside Kosovo, which have not yet been included in Kosovo's transitional justice process, in order to de-politicize transitional justice. There is a risk that by including only eight civil society organizations, we will not be inclusive of other potentially very valuable CSOs. It is important to include all potentially valuable CSOs at the start, otherwise we run the risk of being criticized as being weak. The regional dimension of transitional justice is an important one in the case of Kosovo; however, due to political circumstances this dimension is unlikely to materialize at the governmental level, e.g. in the work of the IMWG. The conflict forced many people from Kosovo. By including minority communities and persons abroad who could be relevant to transitional justice, the consultation process could be strengthened. Working with civil society on regional and multi-ethnic alliance building offers a welcome entry point for the regional dimension of the Joint Project. Additional activities to facilitate exchange of expertise and experiences between CSOs in Kosovo and those in the region and beyond who have worked on TJ will also be implemented.

Finally, the Joint Project intends to work with the media to enhance media outlets' capacity to address transitional justice related issues and contribute to producing high-quality coverage of transitional justice to the public. Given the sensitive nature of transitional justice, the entire process will benefit from sensitive, knowledgeable and informed media professionals. Roundtables with editors of major newspapers to discuss transitional justice and issues arising when reporting on it are envisioned to be

covered under this Output. Other possibilities include providing a brief course on transitional justice to journalists to increase their knowledge on the technical issues and host some discussions on how best to report on these issues.

Output 3 – Public and stakeholder awareness of and participation in transitional justice is increased.

This Output is divided into three Activity Results (Activity IDs in Atlas):

- 1) Broad consultation process enabled
- 2) Increased public awareness of transitional justice
- 3) Increased awareness of transitional justice among key stakeholders

As stated by the UN Secretary General, ‘robust national consultations are now understood to be essential prerequisites to ensure that transitional justice mechanisms reflect the needs of conflict-affected communities, including victims’.³² The IMWG and its secretariat will require extensive support in making the consultation process adhere to international standards and the requirements of inclusiveness, gender-sensitivity, and comprehensiveness outlined in the decision establishing the IMWG. Some adjustments to the frequency of consultations may be necessary according to project needs. The Joint Project will provide assistance in designing and conducting the consultations, making use of the SATJ’s substantive expertise, the support staff placed within the Secretariat, and the use of national and international experts where needed, while respecting that the process is led by the IMWG which holds decision-making power. UNDP and OHCHR will provide expert legal and technical support, while promoting the participation of victims, women and vulnerable groups, and supporting capacity building of partners.³³

No transitional justice initiative can be sufficiently legitimate and successfully implemented without a measure of victims’ direct involvement. Therefore, special emphasis will be placed by the project on including victims and witnesses of past abuses, taking into account the situation of the most marginalised groups in Kosovo, such as the RAE population. Activities under this Output related to the consultation process are logically linked to capacity development of victim associations and other CSOs implemented under Output 2. The Joint Project, in its support role, is committed to ensuring a consultation process that is culturally sensitive and confidential where appropriate, and to employing a do-no-harm approach particularly towards most vulnerable groups. Sensitisation of the public and key stakeholders prior to the consultation process will be also be necessary in order to manage expectations – which will be implemented in line with the priorities set out by the IMWG.

It is thus foreseen that the work of the IMWG will require significant logistical support in conducting broad consultations with stakeholders from institutions, civil society and relevant actors. The project will cover the necessary logistics, including transport and hospitality where necessary, to ensure the IMWG’s work is both efficient and inclusive. Special emphasis will be placed on ensuring access of marginalised stakeholders and those victims, especially women, whose access to consultations may be restricted for geographical, cultural, financial or other reasons. This process is expected to include a series of large meetings, at a minimum twice a year in Kosovo’s five regions, in addition to smaller focus group meetings and discussions. Additionally, the Joint Project will offer expert substantive support to the IMWG and its Secretariat in design and implementation of the consultation process.

In the area of awareness-raising on transitional justice, the Joint Project will implement public awareness activities throughout its duration. Beyond introducing a wider public to the concept of transitional justice, the aim is also to sensitise the population and manage expectations that may arise from the IMWG’s work. Awareness-raising activities will be timed in accordance with the progress made by the IMWG and will cover the print, digital and TV media throughout Kosovo with the aim of raising awareness both of issues to do with transitional justice and of relevant government processes underway, such as eventually a National Transitional Justice Strategy. Through Public Service

³² Report of the Secretary General on the rule of law and transitional justice in conflict and post-conflict societies, 12 October 2011, S/2011/634.

³³ Rule-of-Law Tools for Post-Conflict States: national consultations on transitional justice’, HR/PUB/09/2, Office of the United Nations High Commissioner for Human Rights, 2009, p.18.

Announcements on television, a wide audience will be reached and provided with short information on transitional justice. The aim is to sensitise the population to the concept with the ultimate aim of opening up public space for debate.

Additionally, the project will identify several types of human rights violations related to the conflict (such as SGBV, property, missing persons) and aims to promote public debate, such as by hiring a film maker through a special project fund based on an open application process to produce short documentary films based on a victim's testimony (most likely anonymous), which will be screened on prime time television followed by a discussion or call-in show. By producing such a series of short films on human rights violations to facilitate public discussions on television, the Joint Project will contribute to the public's debate on transitional justice issues.

Finally, towards the end of the project, a survey will be conducted to measure the implementation of the transitional justice strategy and on awareness, understanding and attitudes about transitional justice. This survey will be based on the baseline for the indicator of this Output, i.e. the survey on public perceptions of transitional justice conducted between 2012 and early 2013 by UNDP's Advancing Gender Justice project. The survey will carefully consider measuring both awareness of transitional justice, as well as level of knowledge or understanding of the concept. Additionally, the follow-up survey in coordination with the project will measure attitudes toward transitional justice processes and mechanisms in Kosovo. The survey data will be disaggregated by ethnic communities, age, location, gender, and other relevant factors, and will also test the awareness and knowledge about transitional justice among specific groups of stakeholders. This activity will allow for quantitative evaluation of the impact of the Joint Project in the area of public and stakeholder awareness.

Related to stakeholder awareness, the Joint Project will further conduct activities to raise awareness of transitional justice among key stakeholders from academia, journalism, civil service, the judiciary, civil society, and interest groups such as veterans' or victims' associations. These will include roundtables focusing on various aspects of transitional justice in various places in Kosovo. The Project will seek to arrange visits by prominent experts on transitional justice to meet with relevant stakeholders and to discuss identified issues. In addition, visits of relevant Special Rapporteurs to Kosovo will be facilitated under this Output. Experts could jointly be used for consultations for the Working Group and for public lectures to increase public awareness.

Finally, the IMWG will conduct a feasibility assessment on the willingness and need for an ICTY Information Centre in Pristina. The recommendations of the feasibility study can be implemented by Joint Project, which, based on the outcome of the assessment, may entail setting up an ICTY Information Centre, or alternatively providing other ways to ensure the ICTY's legacy is available in Kosovo, including, e.g. possibly training librarians at the Kosovo National Library on use of ICTY resources, or supporting the establishment of a permanent multidisciplinary academic resource centre on transitional justice at the Universities of Pristina and Mitrovica.

The range of activities implemented under this Output, which will enhance awareness of and participation in transitional justice by the general public and key stakeholders, will contribute to a conducive environment for the IMWG's work and the development, and eventually implementation of, a National Transitional Justice Strategy for Kosovo.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Kosovo Programme Action Plan (KPAP) Results and Resource Framework:

- By 2015, central and local governments more effectively plan, implement and administrate policies which are participatory, gender-responsive and human rights centred.

Expected Accomplishment of the OHCHR Stand-alone Office in Kosovo:

- "Steps taken to establish transitional justice mechanism relating to serious human rights violations during the wars in the former Yugoslavia"

Outcome indicators as stated in the KPAP Results and Resources Framework, including baseline and targets:

Indicator: Percentage of increase of public satisfaction with government services, at the local and central levels (disaggregated by gender) (2009: 56%; 2015: 65%; MoV: Early Warning/Public Pulse Report)

Partnership Strategy: The project will partner with the Inter-Ministerial Working Group on Dealing with the Past and Reconciliation, the Office of the Prime Minister, and a range of diverse Civil Society Organisations

Joint Project title and ID (ATLAS Award ID): Support to Transitional Justice in Kosovo

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Capacity of the Inter-Ministerial Working Group on Dealing with the Past and Reconciliation to fulfill its mandate is strengthened.</p> <p><u>Indicator:</u> Level of progress made in drafting a National Transitional Justice Strategy.</p> <p><u>Baseline:</u> 2012 Decision establishing the Inter-Ministerial Working Group on Dealing with the Past and Reconciliation.</p>	<p><u>Target (year 1)</u></p> <p>- Rules of Procedures and Action Plan to draft National Transitional Justice Strategy prepared</p> <p><u>Target (year 2)</u></p> <p>- Strategy drafting underway</p> <p><u>Target (year 3)</u></p> <p>- Strategy completed</p>	<p>1 Enhanced logistical capacity of IMWG to fulfil its mandate</p> <ul style="list-style-type: none"> ▪ Secretariat Officer at IMWG Secretariat ▪ Secretariat Assistant at IMWG Secretariat ▪ Provide logistical support to the drafting process <p>2 Enhanced substantive capacity of IMWG to fulfil its mandate</p> <ul style="list-style-type: none"> ▪ Senior Adviser on Transitional Justice providing expertise and training (serves all three Outputs) ▪ Development of policy papers through engaging external experts in order to provide comprehensive and persuasive policy recommendations upon request of 	<p>UNDP & OHCHR</p> <p>UNDP & OHCHR</p>	<p>Salaries</p> <p>Equipment and operational expenses</p> <p>International and National Consultants</p> <p>Transportation and Hospitality during study visits</p>

		<p>the IMWG</p> <ul style="list-style-type: none"> Organise, as warranted, study visits for IMWG members to other countries or regions that are dealing with, have dealt with, or are struggling to deal with, similar transitional justice processes. 		
<p>Output 2: Capacity of civil society to contribute to a transitional justice process in a constructive and critical manner is strengthened.</p> <p><u>Indicator 1:</u> # of NGO staff completing trainings organised by the project. Baseline 1: Zero</p> <p><u>Indicator 2:</u> : # of comments and interventions made by CSOs on drafts produced by Inter-Ministerial Working Group that are ultimately accepted into documents. Baseline 2: Zero</p>	<p><u>Target for indicator 1 (by year 3)</u> - 50</p> <p><u>Target for indicator 2 (by year 3)</u> - tbd</p>	<p>1 Increased capacity of CSOs for transitional justice</p> <ul style="list-style-type: none"> Conduct trainings on transitional justice through the Civil Society Platform Conduct trainings on platform creation and advocacy through the Civil Society Platform Support for coordination and networking between CSOs working on transitional justice through the Civil Society Platform (including online information sharing) Provide small grants for projects related to transitional justice Hold meetings of CSOs from the region, including youth CSOs, who contribute to the transitional justice process and facilitate exchange of experiences. Include minority communities and others outside of Kosovo who might be relevant and valuable to the transitional justice process in Kosovo Support exchange of expertise between CSOs in Kosovo and those in the region and beyond who have worked on TJ <p>2 Targeted support to advocates for victims of specific human rights</p>	<p>UNDP & OHCHR</p> <p>UNDP & OHCHR</p>	<p>Salaries</p> <p>International and National Consultants</p> <p>Equipment and operational expenses</p> <p>Transportation and Hospitality for meetings</p> <p>Contractor for counselling services</p>

		<p>violations provided</p> <ul style="list-style-type: none"> ▪ Coaching and support to advocates representing victims of human rights violations, including victims of SGBV ▪ Through CSOs provide counselling and other support to victims involved in the project <p>3 Enhanced capacity of the media to report on transitional justice issues</p> <ul style="list-style-type: none"> ▪ Hold roundtables with editors of major newspapers to discuss transitional justice and issues arising when reporting on it ▪ Provide trainings to journalists on transitional justice to increase their knowledge on the technical issues and host discussions ▪ An evaluation of the experience of journalists and media in general, in engaging with journalists in Kosovo could be useful for the project ▪ Working with media measured by the number of positive and constructive stories about transitional justice in the media 	UNDP & OHCHR	
<p>Output 3: Public and stakeholder awareness of and participation in transitional justice is increased.</p> <p><u>Indicator 1:</u> % increase in stakeholder and public awareness of Transitional Justice.</p> <p><u>Baseline 1:</u> - 2007 Transitional Justice Opinion Polling Survey conducted by UNDP</p>	<p><u>Target for indicator 1 (by year 3)</u> - 20% increase from 2012/2013 survey</p> <p><u>Target for indicator 2 (by year 3)</u> 75% rate (of all NGOs on the</p>	<p>1 Broad consultation process enabled</p> <ul style="list-style-type: none"> ▪ Methodological and logistical support to the consultation process ▪ Expert substantive support to the IMWG and its Secretariat in design and implementation of consultation process <p>2 Increased public awareness of transitional justice</p>	<p>UNDP & OHCHR</p> <p>UNDP & OHCHR</p>	<p>International and National Consultants</p> <p>Transportation and Hospitality during consultation process</p> <p>Equipment and operational expenses</p>

<p>- 2012/2013 Transitional Justice Survey conducted by UNDP's Advancing Gender Justice project</p> <p><u>Indicator 2:</u> % of NGOs – that signed up to be part of the NGO platform – that actually attend meeting, events, roundtables, etc</p> <p><u>Baseline 2:</u> Zero</p>	<p>platform)</p>	<ul style="list-style-type: none"> • Awareness-raising initiatives on transitional justice • Produce a series of short films on human rights violations related to the conflict (such as SGBV, property, missing persons) followed by discussions on TV • Follow-up survey based on the 2013 UNDP baseline survey to measure implementation of the transitional justice strategy, and on understanding and attitudes about transitional justice <p>3 Increased awareness of transitional justice among key stakeholders</p> <ul style="list-style-type: none"> ▪ Roundtables with prominent experts on different aspects of transitional justice in various places in Kosovo, including academic institutions ▪ Facilitate the visits of relevant Special Rapporteurs to Kosovo ▪ Invite prominent experts on transitional justice to meet with relevant stakeholders in Kosovo for knowledge exchange on identified issues. ▪ Supporting the establishment of a permanent multidisciplinary academic resource centre on transitional justice at the Universities of Pristina and Mitrovica. ▪ Feasibility assessment on the willingness and need for an ICTY Information Centre in Pristina ▪ Implementation of recommendations of feasibility assessment 	<p>UNDP & OHCHR</p>	<p>Contractor for PSAs</p> <p>Contractor for survey</p> <p>Relevant material and documentation</p> <p>Communications material</p> <p>Contractor for documentary films</p>
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IV. ANNUAL WORK PLAN

Years: 2013 – 2016

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
		Year 1	Year 2	Year 3		Funding Source	Budget Description	Amount
<p>Output 1: Capacity of the Inter-Ministerial Working Group on Dealing with the Past and Reconciliation to fulfill its mandate is strengthened.</p> <p><u>Indicator:</u> Level of progress made in drafting a National Transitional Justice Strategy.</p> <p><u>Baseline:</u> 2012 Decision establishing the Inter-Ministerial Working Group on Dealing with the Past and Reconciliation.</p>	<p>1 Enhanced logistical capacity of IMWG to fulfil its mandate</p> <ul style="list-style-type: none"> ▪ Secretariat Officer at IMWG Secretariat ▪ Secretariat Assistant at IMWG Secretariat ▪ Provide logistical support to the drafting process 	X	X	X	UNDP & OHCHR			

<p><u>Target (year 1)</u> - Rules of Procedures and Action Plan to draft National Transitional Justice Strategy prepared</p> <p><u>Target (year 2)</u> - Strategy drafting underway</p> <p><u>Target (year 3)</u> - Strategy completed</p> <p><i>Gender Marker</i> <i>Rating Rationale: related to 8PA and GES</i></p>	<p>2 Enhanced substantive capacity of IMWG to fulfil its mandate</p> <ul style="list-style-type: none"> ▪ Senior Adviser on Transitional Justice providing expertise and training (serves all three Outputs) ▪ Development of policy papers through engaging external experts in order to provide comprehensive and persuasive policy recommendations upon request of the IMWG ▪ Organise, as warranted, study visits for some Secretariat and IMWG sub-group members to other countries that are dealing with, have dealt with, or are struggling to deal with similar transitional justice processes 	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>	<p>UNDP & OHCHR</p>			
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<p>Output 2: Capacity of civil society to contribute to a transitional justice process in a constructive and critical manner is strengthened.</p> <p><u>Indicator 1:</u> # of NGO staff completing trainings organised by the project.</p> <p><u>Baseline 1:</u> Zero</p> <p><u>Indicator 2:</u> # of comments and interventions made by CSOs on drafts produced by Inter-Ministerial Working Group.</p> <p><u>Baseline 2:</u> Zero</p> <p><u>Target for indicator 1 (by year 3)</u> - 50</p> <p><u>Target for indicator 2 (by year 3)</u> - tbd</p> <p><i>Gender Marker:</i> <i>Rating Rationale: related to 8PA and GES</i></p>	<p>1 Increased capacity of CSOs for transitional justice</p> <ul style="list-style-type: none"> ▪ Conduct trainings on transitional justice through the Civil Society Platform ▪ Conduct trainings on platform creation and advocacy through the Civil Society Platform ▪ Support for coordination and networking between CSOs working on transitional justice through the Civil Society Platform (including online information sharing) ▪ Provide small grants for projects related to transitional justice ▪ Hold meetings of CSOs, minority communities, and other persons from the region, including youth CSOs, who contribute to the transitional justice process and facilitate exchange of experiences • Support exchange of expertise between CSOs in Kosovo and those in the region and beyond who have worked on TJ 	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>UNDP & OHCHR</p>			
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	<p>2 Targeted support to advocates for victims of specific human rights violations provided</p> <ul style="list-style-type: none"> ▪ Coaching and support to advocates representing victims of human rights violations, including victims of SGBV ▪ Through CSOs provide counselling and other support to victims involved in the project 	X	X	X	UNDP & OHCHR			
	<p>3 Enhanced capacity of the media to report on transitional justice issues</p> <ul style="list-style-type: none"> ▪ Hold roundtables with editors of major newspapers to discuss transitional justice and issues arising when reporting on it ▪ Provide trainings on transitional justice for journalists and host discussions 	X	X	X	UNDP & OHCHR			
<p>Output 3: Public and stakeholder awareness of and participation in transitional justice is increased.</p> <p><u>Indicator 1:</u> % increase in stakeholder and public awareness of Transitional Justice.</p>	<p>1 Broad consultation process enabled</p> <ul style="list-style-type: none"> ▪ Methodological and logistical support to the consultation process ▪ Expert substantive support to the IMWG and its Secretariat in design and implementation of consultation process 	X	X		UNDP & OHCHR			

<p><u>Baseline 1:</u> - 2007 Transitional Justice Opinion Polling Survey conducted by UNDP</p> <p>- 2012/2013 Transitional Justice Survey conducted by UNDP's Advancing Gender Justice project</p> <p><u>Indicator 2:</u> % of attendance of CSOs at consultations organised by IMWG.</p> <p><u>Baseline 2:</u> Zero</p> <p><u>Target for indicator 1 (by year 3)</u> - 20% increase from 2012/2013 survey</p>	<p>2 Increased public awareness of transitional justice</p> <ul style="list-style-type: none"> • Awareness-raising initiatives on transitional justice • Produce a series of short films on human rights violations related to the conflict (such as SGBV, property, missing persons) followed by call-in discussions on TV • Follow-up/implementation survey based on the 2013 UNDP baseline survey to measure implementation/awareness of and attitudes about transitional justice (end of project) 	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>	<p>UNDP & OHCHR</p>			
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<p><u>Target for indicator 2 (by year 3)</u> - 75%</p> <p><i>Gender Marker:</i> <i>Rating Rationale: related to 8PA and GES</i></p>	<p>3 Increased awareness of transitional justice among key stakeholders</p> <ul style="list-style-type: none"> ▪ Roundtables with prominent experts on different aspects of transitional justice in various places in Kosovo, including academic institutions ▪ Facilitate the visits of relevant Special Rapporteurs to Kosovo ▪ Invite prominent experts on transitional justice to meet with relevant stakeholders in Kosovo for knowledge exchange on identified issues ▪ Supporting the establishment of a permanent multidisciplinary academic resource centre on transitional justice at the Universities of Pristina and Mitrovica. ▪ Feasibility assessment on the willingness and need for an ICTY Information Centre in Pristina ▪ Implementation of recommendations of feasibility assessment 	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>UNDP & OHCHR</p>		
<p>TOTAL</p>							

V. FUND MANAGEMENT ARRANGEMENTS

The project will be implemented as a Joint Project between OHCHR Kosovo and UNDP Kosovo. The Fund Management Arrangement is 'Pass-through', whereby the Administrative Agent for the Programme is UNDP's Multi-Donor Trust Fund (MDTF) Office in New York.

Various activities will be implemented through contractors under the overall supervision of OHCHR and UNDP and project partners where relevant. OHCHR and UNDP will be responsible for assuring qualitative management and results of the project. Contractors will be selected according to the applicable OHCHR and UNDP procedures and will be responsible to deliver the envisaged activities under the overall supervision of OHCHR and UNDP. OHCHR and UNDP will appoint focal points from their offices, and a local project team will be hired to implement the project. The focal points will be responsible for assuring qualitative management and results of the project as well as for coordinating inputs from the members of the Project Board.

VI. MANAGEMENT ARRANGEMENTS

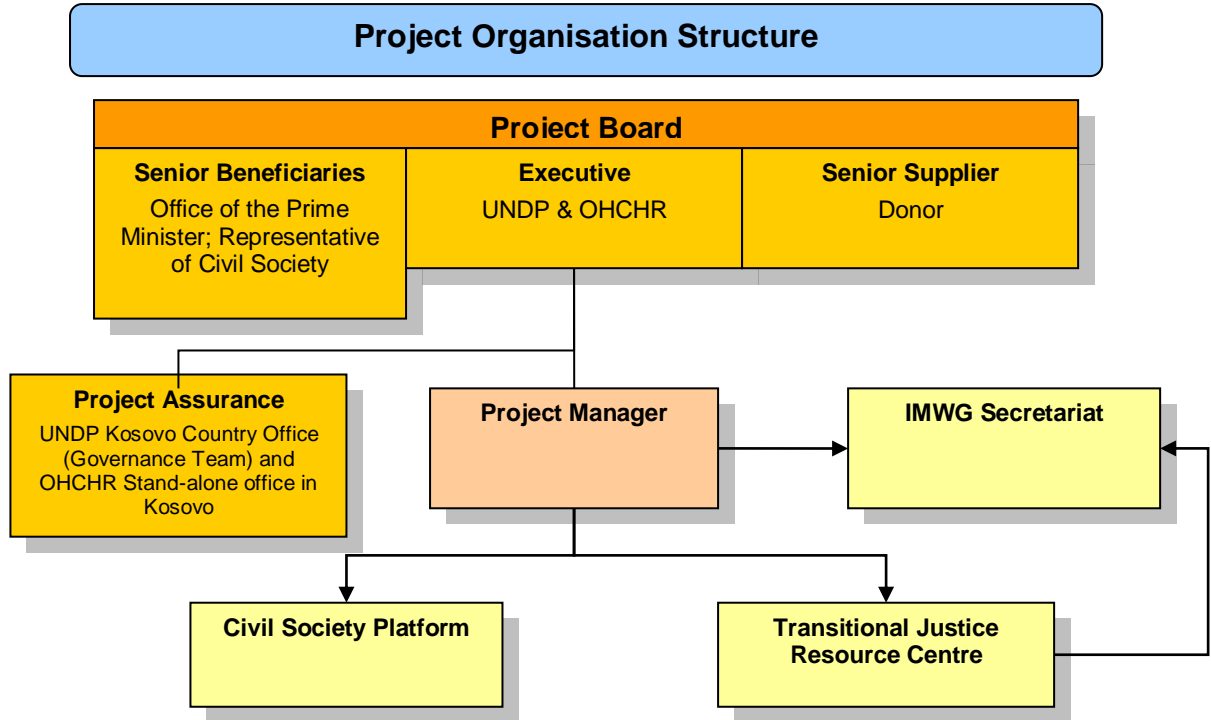
This Joint Project will be implemented through a direct execution (DEX) modality. This implies that UNDP and OHCHR Kosovo offices are responsible for managing, reporting and achieving the expected outputs of the project.

The donor(s) will be Senior Supplier(s) of the Joint Project, operating according to the terms specified in the Cost Sharing Agreement between UNDP, OHCHR and the donor(s). See Annex below for the CSA.

The project will establish a Project Board, which will be comprised of representatives of the senior supplier(s), senior beneficiaries, the executive (UNDP and OHCHR in Kosovo), and the Project Manager. Other relevant stakeholders not pertaining to the Project Board can be invited to contribute as observers on an ad hoc basis.

The Project Board will be responsible for providing general oversight to ensure achievement of results on the primary project outcomes, and making consensus strategic management decisions when guidance is required by the Project Manager, including approval of project plans and revisions, as well as meeting the requirements of the CDP, UNDP's KPAP and OHCHR Kosovo Situation Note 2012-2013.

The UN Development Coordinator in Kosovo, representing the UN Kosovo Team (UNKT), will be the chairperson of the Project Board. Project Board meetings will be organized by the Project Board as needed, but not less than once every six months.



Project Quality Assurance will be provided by the UNDP Kosovo Governance Team and the OHCHR Stand-alone office in Kosovo, who will ensure that objective and independent project oversight is carried out for the purpose of meeting project management targets.

The Project Manager will be responsible for managing day-to-day project operations (administrative elements) and decision-making. These will be executed on behalf of and according to the decisions of the Project Board. The Project Manager will supervise the staff of the project. He/she will also closely coordinate project activities with all relevant stakeholders, particularly the IMWG and its Secretariat.

VII. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Final Evaluation

- The project will also conduct an independent final project evaluation which will lead to a final report and lessons learned report. Evaluation will be carried out in collaboration with national and international organizations. The evaluation will consider achievement of development goals according to parameters of the relevance and responsiveness of the actions, their effectiveness and efficiency, and the impact and sustainability of results, focusing especially upon their contribution to capacity development. The evaluation will also provide recommendations for follow-up activities and develop a draft project.

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

Output 1 – Capacity of the Inter-Ministerial Working Group on Dealing with the Past and Reconciliation to fulfil its mandate is strengthened.		
Activity Result 1 (Atlas Activity ID)	Enhanced logistical capacity of IMWG to fulfil its mandate	Start Date: End Date:
Purpose	IMWG has the logistical, administrative, and technical capacity to fulfil its mandate	
Description	<ul style="list-style-type: none"> • Secretariat Officer at IMWG • Secretariat Assistant at IMWG • Provide logistical support to the drafting process 	
Quality Criteria	Quality Method	Date of Assessment
Efficiency of the proceedings of the working group	Consultations with project partners	
Efficiency of the drafting process for a National Transitional Justice Strategy	Consultations with project partners	

Output 1 – Capacity of the Inter-Ministerial Working Group on Dealing with the Past and Reconciliation to fulfil its mandate is strengthened.		
Activity Result 2 (Atlas Activity ID)	Enhanced substantive capacity of IMWG to fulfil its mandate	Start Date: End Date:
Purpose	Members of the IMWG have access to information and training that will improve their work on transitional justice.	
Description	<ul style="list-style-type: none"> • Senior Adviser on Transitional Justice (SATJ) providing expertise and training (serves all three Outputs) • Development of policy papers through engaging external experts in order to provide comprehensive and persuasive policy recommendations upon request of the IMWG • Organise, as warranted, study visits for IMWG members to other countries that are dealing with, have dealt with, or are struggling to deal with similar transitional justice processes. 	
Quality Criteria	Quality Method	Date of Assessment
Number of knowledge products available to the IMWG thanks to the Project	Knowledge products produced	
Understanding of transitional justice on the part of IMWG members	Assessment of SATJ, project staff and external stakeholders	

Output 2 – Capacity of civil society to contribute to a transitional justice process in a constructive and critical manner is strengthened.		
Activity Result 1 (Atlas Activity ID)	Increased capacity of Civil Society Organisations for transitional justice	Start Date: End Date:

ID)		
Purpose	CSOs can play a critical and constructive role in the transitional justice process.	
Description	<ul style="list-style-type: none"> • Conduct trainings on transitional justice through the Civil Society Platform • Conduct trainings on platform creation and advocacy through the Civil Society Platform • Support for coordination and networking between CSOs working on transitional justice through the Civil Society Platform (including online information sharing) • Provide small grants for projects related to transitional justice • Hold meetings of CSOs from the region, including youth CSOs, who contribute to the transitional justice process and facilitate exchange of experiences (in order to include national minorities and other people in the region who are relevant to bridge relations and maximize the value of the consultation process) • Support exchange of expertise between CSOs in Kosovo and those in the region and beyond who have worked on TJ. 	
Quality Criteria	Quality Method	Date of Assessment
Feedback from CSOs on trainings	Feedback questionnaires	
Sustainability of contacts between CSOs after regional meetings are held	Ongoing monitoring of CSO activity in the field of TJ by the project	
Number of initiative during TJ process on which CSOs cooperate	Ongoing monitoring of TJ process by the project	
Number of inputs from CSOs on drafts produced by IMWG	Minutes of IMWG meetings	

Output 2 – Capacity of civil society to contribute to a transitional justice process in a constructive and critical manner is strengthened.		
Activity Result 2 (Atlas Activity ID)	Targeted support to advocates for victims of specific human rights violations provided	Start Date: End Date:
Purpose	Advocates on behalf of victims are better equipped to take a vital part in the transitional justice process.	
Description	<ul style="list-style-type: none"> • Coaching and support to advocates representing victims of human rights violations, including victims of SGBV, such as in war crimes trials • Through CSOs provide counseling and other support to victims of war crimes involved in the project 	
Quality Criteria	Quality Method	Date of Assessment
Feedback from advocates on coaching	Feedback questionnaires	
Number of victims using counselling services	Project records	

Output 2 – Capacity of civil society to contribute to a transitional justice process in a constructive and critical manner is strengthened.		
Activity Result 3 (Atlas Activity ID)	Enhanced capacity of the media to report on transitional justice issues	Start Date: End Date:
Purpose	Media can play a positive role in sensitising the population and managing	

	expectations during the transitional justice process. The risk of provocative and destructive reporting on transitional justice is reduced.
Description	<ul style="list-style-type: none"> • Hold roundtables with editors of major newspapers to discuss transitional justice and issues arising when reporting on it • Provide trainings on transitional justice for journalists to increase their knowledge on technical issues and host discussions
Quality Criteria	Quality Method
Feedback from trainings	Feedback questionnaires
Number of negative, unhelpful, or destructive stories on transitional justice process in Kosovo's media	Ongoing monitoring by project team

Output 3 – Public and stakeholder awareness of and participation in transitional justice is increased.

Activity Result 1 (Atlas Activity ID)	Broad consultation process enabled	Start Date: End Date:
Purpose	IMWG can gather views from a very broad spectrum of society to inform the National Transitional Justice Strategy.	
Description	<ul style="list-style-type: none"> - Methodological and logistical support to the consultation process - Expert substantive support to the IMWG and its Secretariat in design and implementation of consultation process 	
Quality Criteria	Quality Method	Date of Assessment
Civil society attendance at consultation meetings	Attendance sheets	
Geographical and thematic coverage of the consultation process	Assessment of SATJ, project staff and external stakeholders	

Output 3 – Public and stakeholder awareness of and participation in transitional justice is increased.

Activity Result 2 (Atlas Activity ID)	Increased public awareness of transitional justice	Start Date: End Date:
Purpose	Public understands better the process of transitional justice and some key mechanisms and principles, and can take part in it when consulted.	
Description	<ul style="list-style-type: none"> - Awareness-raising initiatives on transitional justice - Produce a series of short films on human rights violations related to the conflict (such as SGBV, property, missing persons) followed by discussions on TV and/or call-in shows - Follow-up survey based on the 2013 UNDP baseline survey to measure awareness of and attitudes about transitional justice (end of project) 	
Quality Criteria	Quality Method	Date of Assessment
Attitudes, awareness and understanding of transitional justice	Survey at end of project	
Number of viewers during TV discussions	Viewer data	
Reach of individual awareness-raising activities (number of billboards, public service	Project records	

announcements, etc.)		
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Output 3 – Public and stakeholder awareness of and participation in transitional justice is increased.		
Activity Result 3	Increased awareness of transitional justice among key stakeholders	Start Date: End Date:
Purpose	Key stakeholders understand transitional justice process, mechanisms and principles.	
Description	<ul style="list-style-type: none"> - Roundtables with prominent experts on different aspects of transitional justice in various places in Kosovo, including academic institutions - Facilitate the visits of relevant Special Rapporteurs to Kosovo - Invite prominent experts on transitional justice to meet with relevant stakeholders in Kosovo for knowledge exchange on identified issues - Feasibility assessment on the willingness and need for an ICTY Information Centre in Pristina - Implementation of recommendations of feasibility assessment 	
Quality Criteria	Quality Method	Date of Assessment
Number of participants at roundtables and events	Attendance records	
Press coverage of roundtables and events	Press monitoring by project	

VIII. LEGAL CONTEXT

The project document shall be the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project Document, attached hereto and forming an integral part hereof, as the “Project Document”.

UNDP and OHCHR as the Implementing Partners shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP and OHCHR agree to undertake all reasonable efforts to ensure that none of the [project funds]³⁴ [UNDP funds received pursuant to the Project Document]³⁵ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

³⁴ To be used where UNDP is the Implementing Partner

³⁵ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

IX. ANNEXES

Risk Analysis

Offline Risk Log

Project Title: Joint Project 'Support to Transitional Justice in Kosovo'	Award ID:	Date: 15 January 2012
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Change in Government leads to new membership and leadership of IMWG.	15.1.2013	Political	Capacity building would have to be restarted. Political commitment to transitional justice might decrease. P=4; I=3	Active lobbying efforts with new government to avoid changes in IMWG membership and for continued support of TJ process by the Project and wider stakeholders (donors; international organisations)	Project Manager	UNDP Programme Analyst		
2	Relations between Pristina and Belgrade and/or between K-Albanians and K-Serbs worsen leading to violence or instability	15.1.2013	Political	Partners become unwilling to discuss TJ and Reconciliation, IMWG process stalls, project activities can't be implemented as planned. P=1; I=4	Project staff will remain alert to changes in the political environment and will use the project's flexible nature to adapt activities to partners' needs and sensitivities. Where the IMWG's work stalls, independent project activities can be implemented.	Project Manager	UNDP Programme Analyst		
3	Adverse Public Opinion / negative media coverage of transitional justice process	15.1.2013	Political	Public and key stakeholders make negative connotations with TJ and become unwilling to participate	The project will make proactive efforts in outreach and public awareness to avert this risk, and will monitor media coverage	Project Manager	UNDP Programme Analyst		

				or support the process P=3; I=4	about the process to intervene in case of adverse portrayal.				
4	Government Commitment to transitional justice process decreases	15.1.2013	Political	The process of the IMWG fulfilling its task slows down or stalls. P=2; I=4	Project staff will monitor any changes in Government commitment and will lobby for the TJ process. Where the IMWG's work stalls, independent project activities can be implemented.	Project Manager	UNDP Programme Analyst		
5	Disagreements between OPM/Secretariat and Transitional Justice Resource Centre	15.1.2013	Organisational	Implementation arrangements as foreseen in Joint Project Document become difficult to implement. P=2; I=3	Project team will use mediation skills to overcome disagreements, if disagreements persist Project Board will provide guidance.	Project Manager	UNDP Programme Analyst		
6	Ineffective coordination between CSOs	15.1.2013	Organisational	CSOs compete with one another and duplicate efforts, refuse to use Civil Society Platform to network. P=3; I=3	One of the key activities of the project will be the development of a knowledge management and coordination system between the actors involved in anti-corruption.	Project Manager	UNDP Programme Analyst		
7	CSOs refuse to take part in Joint Project due to their perception of an 'internationally imposed process' or due to their rejection of a Government-led process.	15.1.2013	Strategic	Output 2 becomes impossible to implement. P=1; I=4	Outreach to CSOs will be done in sensitive way to avoid misunderstandings about the nature of the project. The project will monitor media coverage about the process to intervene in case of adverse portrayal.	Project Manager	UNDP Programme Analyst		
8	Social and cultural norms limit the	15.1.2013	Environmental	Transitional justice process cannot take	A culturally sensitive approach will be taken	Project	UNDP Programme		

	project's scope of raising transitional justice issues, including e.g. SGBV, in the media and during consultations.			place in its entirety, certain topics remain taboo. P=2; I=4	throughout project implementation to avert this risk.	Manager	Analyst		
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Agreements

Any additional agreements, such as cost sharing agreements (with donors, once available)

Terms of Reference

TOR for key project personnel should be developed and attached (SATJ, PM, PO, ...)



UNITED NATIONS DEVELOPMENT PROGRAMME Terms of Reference

Title: Project Manager
Project: 'Support to Transitional Justice in Kosovo'
Department: OHCHR/UNDP
Reports to: UNDP Governance Programme Coordinator
Reports:
Level: SB4 (q3, q4, q5)

II. Organizational Context

--- Please indicate information related to Project

Under the direct supervision of UNDP Governance Programme Coordinator, the Project Manager has the overall responsibility for achieving the project results (outputs) as defined in the approved project document and in the annual workplans through timely and quality implementation and monitoring. The Project Manager is supervising and leading the project staff. Provide leadership to the project team and outsources partners and contractors and build smooth relationship with partners.

III. Functions / Key Results Expected

Summary of functions:

1. **Management of the project, implementing activities by mobilizing goods and services, in accordance with UNDP POPP and UNDP Kosovo Standard Operating Procedures**
2. **Monitoring of progress and risks, ensuring that changes are controlled and problems addressed; Reporting on progress including measures to address challenges and opportunities**
3. **Support partnerships and advocacy activities at project level**
4. **Ensure implementation of knowledge management activities**

Management of the project, implementing activities by mobilizing goods and services, in accordance with UNDP POPP and the UNDP Kosovo Standard Operating Procedures:

- Prepare annual project workplans and related sub-plans (procurement plan, quarterly plans if required, and others as necessary);
- Build, motivate and lead a high-performing project team; coordinate and supervise the work of the project personnel
- Ensure timely and good-quality implementation of workplan activities.
- Continuously monitor progress against the approved work-plan; identify changes in the external environment and promptly agree necessary solutions/actions (ex. related to the planning and implementation of activities, need for new activities) with UNDP office and Project Board
- Mobilize personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications and overseeing all contractors' work;
- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports; ensure preparation of budget revisions as necessary; follow up with UNDP programme associate and finance staff on issues.
- Coordinate an exit strategy at least 6 months ahead of the project closure date; ensure closure of the project is done according to the established procedures

Monitoring of progress and risks, ensuring that changes are controlled and problems addressed; Reporting on progress including measures to address challenges and opportunities:

- Monitor events as determined in the project monitoring schedule plan, and update the plan (in Atlas and off-Atlas) as required;
- Periodically update the project information Atlas Project Management module
- Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Organize regular Board meetings and perform regular progress reporting to the project board as agreed to with the board;
- Prepare progress reports with the frequency and using the template recommended by the UNDP office. Submit the report to supervisor in the UNDP programme team for review and clearance, according to the agreed timetable. Share report with the project board.
- Ensure reporting to donor is prepared timely and the reports are meeting the standards
- Support the preparation of reviews and evaluations as defined in the project document
- Prepare final project reports and papers

Support partnerships and advocacy activities at project level

- Be familiar with the activities of other development projects in the sector/area, establish contact and keep up-to date with their work
- Create and maintain partnerships with local institutions, private sector, and project target areas
- Support the partnerships and advocacy activities agreed by the UNDP/OHCHR office in the area/sector covered by the project

Ensure implementation of knowledge management activities

- Regular exchange of information/experience with other projects, cross-learning and sharing results and good practices
- Ensure the project has the required communication package and preparation, upon request of the UNDP office, of information materials for dissemination within UNDP globally and regionally, and to external stakeholders
- Capture lessons learnt during project implementation – a lessons learnt log can be used in this regard
- Participation in regular internal meetings,
- Participation in training events, communities of practice, codifying and sharing knowledge
facilitation and organization of training for project staff to enable them to perform at the required level

IV. Impact of Results

The results of the work of Project Management have a direct impact on the implementation of the project and the achievement of results. Specifically, the results have an impact on the planning, implementation, monitoring and coordination of project activities and resources (human, financial, material assets etc) in order to meet expected results, and contribute to the overall success and impact of the UNDP/OHCHR office work in Kosovo.

V. Competencies

Corporate Competencies

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

Functional competencies:

- Ability to conduct strategic planning, results-based management and reporting
- Ability to lead monitoring of management projects
- Ability to lead business process
- Ability to affect staff behavioral/attitudinal change
- Ability to perform a variety of specialized tasks related to Results-Based Management, including support to design, planning and implementation of the programme, managing data, reporting
- Analytical and strategic thinking/results orientation
- Excellent interpersonal skills and ability to communicate effectively, both orally and in writing
- Ability to establish effective working relations in a multicultural team environment
- Excellent supervisory, management and team-building skills.

VI. Recruitment Qualifications	
Education:	Master Degree or equivalent in _____ or other relevant fields
Experience:	<ul style="list-style-type: none"> • Min 3 years of post-Master relevant working experience in project/programme management or managing staff and operational systems, and/or establishing relationships among international organization and local institutions/communities • Proven track record in ... • Previous experience in development assistance or related work for an international agency or donor organization or NGO • Proven ability to coordinate complex programs with diverse range of partners • Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems
Language Requirements:	Fluency in both oral and written English, Albanian and/or Serbian