

**Annual Work Plan 2015**

**Project Title:** Strengthening the Rule of Law Program (SRLP)

**OP/Country Program Outcome:** Rule of law and public security institutions strengthened to enhance public trust and social stability and provide improved safety and security, including measures to address transitional crimes and trafficking.

**Country Programme Output:** Formal and alternative access to justice and rule of law mechanisms strengthened, with a focus on the rights of women and vulnerable populations.

**Implementing Partner:** UNDP

**Responsible Parties:** UNDP, Hazara University, University of Malakand, Khyber Pakhtunkhwa Judicial Academy, Kohat University of Science & Technology, Punjab Forensic Science Agency, Pakistan Institute of Parliamentary Services, Forensic Science Laboratory Peshawar

<b>Project Brief Description</b>	
<p>SRLP will assist in promoting rule of law through provision of support to the justice and security sectors in Khyber Pakhtunkhwa (KP) Province and aims to promote an enabling environment, which will deepen the on-going efforts to secure peace and stabilization. Under the Program's assistance will be provided for institutional and capacity development to rule of law institutions to ensure effective and speedy provision of justice and security services. SRLP will also work with the informal justice institutions so that dispute resolution is trusted by the local communities, while helping to create forums for dialogue and developing a strategy between formal and informal mechanisms. Combined, the activities and outputs under the program are designed to enhance confidence and trust of the local communities in rule of law institutions, particularly the local Police. In doing so, UNDP will engage with key stakeholders in KP including the Judiciary, Police Department, Local Governments Department, Prosecution, bar associations, jirgas, CSOs and partners with on-going justice initiatives.</p>	
<p>Programme Period: 2013-2017</p> <p>Atlas Award ID: 61652</p> <p>Atlas Project ID: 00078193</p> <p>Start date: Oct 2011</p> <p>End Date: Dec 2017</p> <p>PAC Meeting Date: 17 June 2010</p> <p>Project Board Meeting Date: 16<sup>th</sup> Dec 2015</p>	<p>2015 AWP Budget:</p> <p>Total resources required: US\$ <b>7,730,909</b></p> <p>Total allocated resources: US\$ <b>7,409,906</b></p> <ul style="list-style-type: none"> <li>• Regular</li> <li>• Other:                             <ul style="list-style-type: none"> <li>○ SDC: US\$ 1,204,242</li> <li>○ EKON: US\$ 280,561</li> <li>○ KP Govt Government US\$ 1,570,213</li> <li>○ UNDP US\$ 400,000</li> <li>○ EU: US\$ 3,954,890</li> </ul> </li> </ul>

Agreed by UNDP (CD / DCD-P): *M. Iemngap*

Date: *25/2/2015*

## ANNUAL WORK PLAN 2015

Project ID: 00078193

Project Title: Strengthening the Rule of Law Program (SRLP)

Expected Outcomes <i>And baseline, associated indicators and annual targets</i>	Planned Activities <i>List activity results and associated actions</i>	Timeframe				Resp. Party	Planned Budget		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
1. Increased access to justice, legal aid and representation mechanisms, especially for vulnerable groups.	<p>Activity Result: 1.1 - Improved institutionalization of legal aid services</p> <p>Activities: 1.1.1 - Support engagement and dialogue amongst Pakistan Bar Council, Law &amp; Justice Commission, Provincial Bar Councils, Bar Associations, etc. to develop consensus on amending / operationalizing legal aid framework</p>	X	X	X	X				
<p>Indicator 1.1: Establishment of bar rule for increased pro bono services <i>Baseline:</i> There is no bar rule requiring pro bono work Target: New bar rule notified; 1 workshop bringing stakeholders together for consensus re: rule amendment</p>	<p>1.1.1 - Support engagement and dialogue amongst Pakistan Bar Council, Law &amp; Justice Commission, Provincial Bar Councils, Bar Associations, etc. to develop consensus on amending / operationalizing legal aid framework</p>	X	X	X	X	Hazara University	Contractual Services Comp (72100)	18,000	
	<p>1.1.2 - Engage expert consultant to coordinate with legal aid stakeholders for amending the rules.</p>		X	X	X	Hazara University	Contractual Services Comp (72100)	10,000	
<p>Indicators 1.2: Increase in legal aid desks (LAD) and clinics to provide effective legal aid services to the indigent <i>Baseline:</i> 23 legal aid desks by close of 2014 Target: 3-5 more LADs established; 2 trainings for legal aid committees; support to bars both</p>	<p>Activity Result: 1.2 - District bar associations undertake more pro-bono practice</p> <p>Activities: 1.2.1 - Establish new legal aid desks in partnership with bar associations for broader geographic coverage. 1.2.2 - Support legal aid desks to smoothly function including provision of stationary, online legal research, library, books, etc.</p>	X	X	X	X				
	<p>1.2.1 - Establish new legal aid desks in partnership with bar associations for broader geographic coverage.</p>	X				UNDP	SDC	8,000	
	<p>1.2.2 - Support legal aid desks to smoothly function including provision of stationary, online legal research, library, books, etc.</p>	X	X	X	X	UNDP	GoKP	83,000	

district and tehils of 10 districts with internet access, online law library, law books, equipment & furniture	1.2.3 - Establish and strengthen legal aid committees at bar level (e.g. record keeping, documentation)	X	X	X	X	UNDP	TBD	Micro capital Grants (72600), Contractual Services Comp (72100)	7,500
	1.2.4 - Provide online law library-subscription to bar associations in selected districts.	X	X	X	X	UNDP	SDC	Audio visual Communication (74200)	7,000
	1.2.5 - Support to bar associations through provision of law books, equipment and furniture in selected districts.			X	X	UNDP	SDC	Furniture & Equipment (72200)	20,000
	1.2.6. Provide honoraria to lawyers to undertake specific cases on pro bono basis, special focus on vulnerable population (women, children, the aged, displaced persons, refugees and persons affected by natural calamities and militancy).	X	X	X	X	UNDP	SDC	Micro credit Grants (72600), Contractual Services Comp (72100)	30,000
	1.2.7 - Selected bar associations mobilized/supported to start legal aid clinics in their respective jurisdictions / communities from their own resources.	X	X	X	X	UNDP	TBD	Micro credit Grants (72600), Contractual Services Comp (72100)	20,000
	Indicator: 1.3 Increased numbers of community members made aware of their legal rights and duties, with special focus on increased percentages of women Baseline: 26,491 individuals provided legal awareness, out of which 47% female and 53% male; 350 clinics held Target: 5% increase of members receiving legal awareness, with specific increases tracked for women; 400 mobile legal aid clinics held	X	X	X	X				
	Activity Result: 1.3 - Increased public legal literacy, especially amongst vulnerable groups Activities: 1.3.1 - With CSOs partners conduct legal aid clinics and legal awareness sessions at community-level, shelter homes, displaced persons and students. 1.3.2 - Strengthen legal aid referral mechanisms at the community level through promotion of volunteerism and local initiatives 1.3.3 - Increased legal awareness through print and electronic media in selected districts.	X	X	X	X	UNDP	SDC, GoKP	Micro credit Grants (72600), Contractual Services Comp (72100)	320,000
	X	X	X	X	UNDP	TBD	Micro credit Grants (72600), Contractual Services Comp (72100)	18,000	
	X	X	X	X	UNDP	SDC	Micro credit Grants (72600), Contractual Services Comp (72100)	20,000	

<p>Indicator 1.4: Increase in number of female lawyers practicing law via SRLP support and facilitate supportive environment <i>Baseline:</i> 14 female lawyers supported by close of 2014 <i>Target:</i> 5-10 additional female law students/interns supported; 1 experience sharing/networking workshop for female lawyers/apprentices</p>	Activity Result: 1.4 – Increased numbers of female lawyers and female law graduates entering mainstream legal practice.	X	X	X	X	X				
	Activities:									
	1.4.1 – Support bar associations in creating a conducive learning environment for female apprentices and lawyers.	X	X	X	X	X	UNDP	SDC	Micro credit Grants (72600), Contractual Services Comp (72100)	17,500
	1.4.2 – Encourage female law graduates to join the legal profession through support in their apprenticeships	X	X	X	X	X	University of Malakand	SDC	Contractual Services Comp (72100)	10,000
	1.4.3 – Encourage female law students through provision of scholarships for legal studies.	X	X	X	X	X	University of Malakand	SDC	Contractual Services Comp (72100)	4,000
	1.4.4 – Facilitate and support deserving female law graduates who complete their apprenticeships to attain bar licenses	X	X	X	X	X	University of Malakand	GoKP	Contractual Services Comp (72100)	2,000
	1.4.5 – Refurbishment of female bar rooms in project districts and need assessment/feasibility for new districts	X	X	X	X	X	UNDP	TBD	construction Serv Non UN (73200)	33,000
1.4.6 – Experience sharing workshop for the female lawyers and female apprentice and students (e.g. supporting mentoring)	X	X	X	X	X	UNDP	EKON	Contractual Services Comp (72100)	12,000	
Indicator 1.5: Establishment of student legal aid clinic as part of a KP law faculty <i>Baseline:</i> No legal clinic established as part of KP law faculty; 4 lectures/trainings held <i>Target:</i> At least 1 clinical legal education program for credit in place; 5 expert lectures targeting areas linked to legal aid	Activity Result: 1.5 - Improved capacity of legal profession to deliver services to the vulnerable	X	X	X	X					
Activities:										
1.5.1 - Advocacy and skill-based training for lawyers from selected districts.	X	X	X	X	X	University of Malakand Hazara University & University of Malakand <sup>1</sup>	SDC	Contractual Services Comp (72100)	34,000	
1.5.2 – Establish clinical legal education program for law students in partnership with law faculties.	X	X	X	X	X	UNDP	SDC	Contractual Services Comp (72100)	15,000	
1.5.3 - District level events held for lawyers including seminars, exposure visits, ceremonies, recognition of champions, etc.	X	X	X	X	X	UNDP	SDC	Micro credit Grants (72600), Contractual Services Comp (72100)	10,000	

<sup>1</sup> Different universities will cover different geographic areas

	1.5.4 - Design and print training manual for lawyers	X	X		UNDP	GoKP	Audio visual Communication (74200)	10,000
	1.5.5 - KAP Study re: legal profession/legal aid in Malakand Division		X	X	UNDP	EKON, TRAC, GoKP (TBD \$ 1803)	Contractual Services Comp (72100)	11,500
	1.5.6 - Baseline study on citizen perception and satisfaction study re: legal profession/legal aid for Southern KP (three districts only)	X	X		KUST	SDC	Contractual Services Comp (72100)	26,000
	1.5.7 - Research study on legal aid provision in FATA	X	X	X	UNDP	SDC	Contractual Services Comp (72100)	35,000
	1.5.8 - Awareness on law making & human rights including legal aid	X			PIPS	SDC	Contractual Services Comp (72100)	15,777
	1.6 - PMU positioned to ensure program quality and delivery	X	X	X				
	Activities:							
	1.6.1 - Conduct program communications	X	X	X	UNDP	TBD	Contractual Services Comp (72100)	40,000
	1.6.2 - Independent program evaluation	X	X		UNDP	GoKP	Contractual Services Comp (72100)	7,500
	1.6.3 - 3 <sup>rd</sup> -party monitoring	X	X	X	UNDP	EKON	Contractual Services Comp (72100)	10,000
	1.6.4 - Human resources support for implementation of SRLP	X	X	X	UNDP	EKON	Contractual Services Comp (72100)	26,032
	1.6.5 - Travel of program staff	X	X	X	UNDP	GoKP	Travel (71600)	10,000
							<b>Sub-Total - Output:1</b>	<b>890,809</b>
2. ADR mechanisms provide fair and effective services, in accordance with the Pakistan Constitution and human rights standards	Activity Result:	X	X	X				
	2.1 - Support the formulation of rules and procedures, training road map, public awareness raising, performance monitoring and evaluation of statutory ADR mechanism.							
	Activities:							

<p><b>Indicator 2.1:</b> Rules of business (ROB) and procedures developed for the monitoring of Panel of Conciliators &amp; invoked <i>Baseline:</i> No rules of business or procedures in place <i>Target:</i> ROB in place and invoked</p>	2.1.1 - Support the development of a training plan and conduct training for all Panel of Conciliators members	X	X	X	UNDP	EU	Contractual Services Comp (72100)	74,400
	2.1.2 - Development of training manual for new panel of conciliators with ToT sessions	X	X	X	UNDP	EU	Local Consultant (71300)	16,740
	2.1.3 - Engage with government on gender-sensitive rules for new Panel of Conciliators	X	X	X	UNDP	EU	Local Consultant (71300)	9,300
	2.1.4 - Designing and printing of Panel of Conciliators' training manuals and Rules of Business (RoB)	X	X	X	UNDP	EU	Audio visual Communication (74200)	62,000
	2.1.5 - Support the development of communication strategy for the Panels and roll-out in all districts	X	X	X	UNDP	EU	Contractual Services Comp (72100)	28,272
	2.1.6 - Support a strong internal monitoring and evaluation system to ensure compliance with the Constitution of Pakistan and human rights, including an annual report on progress, results and challenges	X	X	X	UNDP	EU	Local Consultant (71300)	22,320
<p><b>Indicator 2.2:</b> Certificate course established on paralegalism at local university <i>Baseline:</i> No institutionalized course for paralegalism <i>Target:</i> Course in place for standardization of paralegalism</p>	Activity Result: 2.2 - Support community paralegal development for effective ADR service as well as monitoring	X	X	X				
	Activities: 2.2.1 - Develop community paralegalism course at local university with certificate of completion 2.2.2 - After identification of individuals, support local community members to undertake university based paralegal training	X	X	X	UNDP	EU	International Consultant (71200)	29,760
					University of Malakand & Hazara University <sup>2</sup>		Contractual Services Comp (72100)	62,000

<sup>2</sup> Different universities will cover different geographic areas.

	2.2.3 - Undertake monitoring of community paralegal work with support of Bar, university faculty and local NGO			X	X	UNDP	EU	Micro credit Grants (72600), Contractual Services Comp (72100)	1,736
	2.2.4 - Support a forum/workshop to bring divisional community paralegals together to share experiences, map challenges and identify areas for further training	X	X			UNDP	EU	Micro credit Grants (72600), Contractual Services Comp (72100)	8,066
	2.2.5 - Pre-consultation meeting/workshop for national/international conference on paralegal in Pakistan	X	X			Hazara University	EU	Contractual Services Comp (72100)	12,400
	2.2.6 - Printing & designing of paralegalism courseware developed by consultant		X			UNDP	EU	Audio visual Communication (74200)	6,510
Indicator 2.3 Increase in cases being resolved by court-annexed ADR Baseline: To be established as part of guidance development Target: 3-5% increase in cases being resolved in one year's time	Activity Result:- 2.3 - Support the Judiciary to implement ADR via development of guidance/bench order on ADR as well ADR certification course at KP Judicial Academy for judges and lawyers	X	X	X	X				
	Activities: 2.3.1 - Establish ADR certification course at KPJA for judges and lawyers	X	X	X	X	UNDP	EU	International Consultant (71200)	64,480
	2.3.2 - Undertake workshops and consultation to establish judicial guidance on ADR	X	X			KPJA	EU	Contractual Services Comp (72100)	49,600
	2.3.3 - Support dissemination of guidance on ADR		X	X	X	KPJA	EU	Contractual Services Comp (72100)	24,800

	2.3.4 - Implementation of External Communication and Visibility Plan (e.g. press releases, dissemination of success stories, info-graphics, AV Press, documentary, media visits, photography, info-motion, profiles, media training, street theatre)	X	X	X	X	X	UNDP	EU	Contractual Services Comp (72100)	27,471
	2.3.5 - Undertake KAP survey and randomized control trial research on ADR effectiveness in Malakand Division	X	X	X	X	X	UNDP	EU	Contractual Services Comp (72100)	62,000
	2.3.6 - Baseline study on citizen perception and satisfaction study re: ADR mechanisms in Southern KP (three districts only)	X	X	X	X	X	KUST	SDC	Contractual Services Comp (72100)	26,000
	2.3.7 - Research study re: ADR mechanisms in FATA	X	X	X	X	X	UNDP	SDC	Contractual Services Comp (72100)	35,000
	2.4 - PMU positioned to ensure program quality and delivery	X	X	X	X	X				
	Activities:									
	2.4.1 - Independent program evaluation	X	X	X	X	X	UNDP	GoKP	Contractual Services Comp (72100)	7,500
	2.4.2 - 3rd party monitoring	X	X	X	X	X	UNDP	EKON	Contractual Services Comp (72100)	10,000
	2.4.3 - Human resources support for implementation of SRLP	X	X	X	X	X	UNDP	EU	Contractual Services Individual (71400)	13,954
	2.4.4 - Travel of Programme Staff	X	X	X	X	X	UNDP	EU	Travel (71600)	27,011
									<b>Sub-Total - Ouput:2</b>	<b>681,320</b>
<b>3.Improved capacity of courts to provide effective and timely justice services to the</b>	<b>Activity Result:-</b>	X	X	X	X	X				
	3.1 - Improved working environment through infrastructure and operational support.	X	X	X	X	X				
	Activities:									



people of Malakand	Indicator 3.1	X	X	X	X	UNDP	SDC	Local Consultant (71300)	7,500		
	No. of functioning courts houses in Malakand Division									Contractual Services Comp (72100)	20,000
	Baseline: court houses and facilities in Malakand Division damaged and not user friendly Target: 11 court houses refurbished									construction Serv Non UN (73200)	140,000
Indicator 3.2	X	X	X	X	X	UNDP	TBD				
Ability to measure/track impact of trainings at KPJA on judicial service delivery	Activity Result:- 3.2 - Knowledge and skills of judges and court staff enhanced for better service delivery										
Baseline: No impact-oriented training evaluation system in place; 2 trainings held on case management	Activities: 3.2.1 - Conduct review and upgrading of the existing curriculum for judges and court staff 3.2.2 - Develop curriculum for the pre service course, as well as special courses including forensics, gender and juvenile justice for judicial officers.	X	X	X	X	UNDP	SDC	Local Consultant (71300)	7,500		
Target: Operational evaluation system in place; 2.5-day trainings on court, case and office management	3.2.3 - Five days training on 'Substantive and Procedural Laws' for judges of program districts including pilot testing training	X	X	X	X	KPJA	SDC	Contractual Services Comp (72100)	15,000		
Case audits reveal more comprehensive decision writing	3.2.4 - Five days training 'Court and Case Management' for judges of program districts including pilot testing training					KPJA	TBD	Contractual Services Comp (72100)	30,000		
Baseline: No case audits undertaken post-training; 6 training held on different substantive areas	3.2.5 - Five days training on 'Office and Case Management' for court staff of program districts including pilot testing training	X	X	X	X	KPJA	SDC	Contractual Services Comp (72100)	15,000		
Target: 2 case audits undertaken post training; 5-day	3.2.6 - Support access points to the courts for online law journals	X	X	X	X	UNDP	GoKP	Audio visual Communication (74200)	3,100		
	3.2.7 - Undertake analysis and mapping of current case management system in KP.	X	X	X	X	UNDP	SDC	Local Consultant (71300)	7,500		

trainings undertaken in substantive areas	3.2.8 - Strengthen P&D Cell of Peshawar High Court and office of member inspection team.	X	X	X	X	UNDP	SDC	Furniture & Equipment (72200)	20,000
	3.2.9 - Research study/evaluating functioning of the Criminal Justice Coordination Committees (CJCCs) on the basis of capacity building/training activities conducted by ROL	X	X	X	X	UNDP	EKON	Local Consultant (71300)	7,500
	3.2.10 - Undertake KAP survey re: Judiciary in Malakand Division	X	X	X	X	UNDP	GoKP	Contractual Services Comp (72100)	11,500
	3.2.11 - Baseline study on citizen perception and satisfaction study re: Judiciary in Southern KP (three districts only)	X	X	X	X	KUST	SDC	Contractual Services Comp (72100)	26,000
	3.2.12 - Research Study for rule of law in FATA	X	X	X	X	UNDP	SDC, EKON	Contractual Services Comp (72100)	35,076
	3.3 - PMU positioned to ensure program quality and delivery	X	X	X	X				
	Activities:								
	3.3.1 - Conduct program communications	X	X	X	X	UNDP	GoKP	Contractual Services Comp (72100)	40,000
	3.3.2 - Independent program evaluation	X	X			UNDP	GoKP	Contractual Services Comp (72100)	7,500
	3.3.3 - 3rd party monitoring	X	X	X	X	UNDP	EKON	Contractual Services Comp (72100)	8,000
	3.3.4 - Human resources support for implementation of SRLP	X	X	X	X	UNDP	GoKP	Contractual Services Individual (71400)	26,032
	3.3.5 - Travel of program staff	X	X	X	X	UNDP	EKON	Travel (71600)	10,000
						<b>Sub-Total - Ouput:3</b>		<b>447,208</b>	

<p><b>4. The criminal justice system is enhanced through improved police service to local communities and office of prosecution</b></p> <p><u>Indicator 4.1</u> Number of plans developed and targets met within new district police plans <i>Baseline:</i> No consultative evidence-based police plans in place Target: 4 district police plans developed</p>	Activity Result:- 4.1 - Support the capacity of selected districts to formulate and implement annual district policing plans with engagement at the divisional level.			X	X	X	X													
	Activities:																			
	4.1.1 - Public consultative development of district police plans for local district level police station management, with divisional level oversight and Central Police Office approval																			
	4.1.2 - Support a local threat assessment analysis system to inform district police plan development via expert advice and capacity building of police to gather data and undertake analysis																			
	4.1.3 - Support district police to undertake data management/analysis of crime statistics, encompassing all crimes and to be shared at divisional level (software)																			
	4.1.4 - Support district police to undertake data management/analysis of crime statistics, encompassing all crimes and to be shared with Divisional level with equipment support.																			
	4.1.5 - Provision of technical support and capacity building for plan formulation (encompassing police station management, operations, gender-responsive policing community policing, M&E, etc.) and implementation																			
	4.1.6 - Dissemination of district police plans to public.																			
	4.1.7 - Monitoring progress of plan implementation through supporting senior level police review, with particular focus on gender responsiveness.																			
				X	X	X	X												1,488	
				X	X															26,040
				X	X	X														24,800
				X	X	X														77,500
				X	X	X														1,860
				X	X															4,712
				X	X	X														7,440

		X	X	X	X	UNDP	EU	International Consultant (71200)	49,600
	4.1.8 - International Policing Specialist to provide comparative and technical expertise on interim basis <sup>3</sup>	X	X	X	X				
	Indicator 4.2: % increase of female public happy with local police services Baseline: To be established through KAP survey, baseline study in Q1 2015; limited facilities at police 'lady desks' Target: 3-5% increase from baseline after one full year; provide furniture and equipment to 'lady desks' in four districts	X	X	X	X				
	Activity Result: 4.2 - Support greater representation of women along the 'policing chain' within district police stations	X	X	X	X				
	Activities: 4.2.1 - Based on needs assessment, undertake training of female police officers as a means to build capacity for a range of positions within the station and into 'mainstream' policing 4.2.2 - Engage with KP Training Wing to amend Training Policy so that it supports women's advancement within district police stations after provision of adequate training 4.2.3 - Support the implementation of the National Gender Responsive Policing Plan in KP province via exploring way forward with the KP Police (e.g. work plan development) 4.2.4 - Training of male police officers on gender-responsive policing with mentoring structure set up and linked to performance appraisal at district level. 4.2.5 - Feasibility study and establishment of <i>dar-al-aman</i> (shelter) for women victims of crime in Malakand Division	X	X	X	X	UNDP	EU	Contractual Services Comp (72100)	148,800
		X	X	X	X	UNDP	EU	Contractual Services Comp (72100)	14,880
		X	X	X	X	UNDP	EU	Contractual Services Comp (72100)	992
		X	X	X	X	UNDP	EU	Contractual Services Comp (72100)	37,200
		X	X	X	X	UNDP	EU	Local Consultant (71300), construction Serv Non UN (73200), Furniture & Equipment (72200)	67,580 <sup>4</sup>

<sup>3</sup> It is planned that this person be taken off of UNDP's express roster as a short-term consultant for rapid capacity, while a staff position is advertised and undergoes full recruitment per UNDP rules and procedures.

<sup>4</sup> Please note, Joint EU-UNDP Program stipulates: Euro 12,000 for study, Euro 17,500 for civil work, Euro 25,000 for furniture/equipment.

	4.2.6 - Engage with divisional and district police to prevent and respond to crimes against women sensitively through standard operating procedures (SOPs)	X	X	X	UNDP	EU	Local Consultant (71300)	7,440
	4.2.7 - Provide furniture and equipment for female reception desks/spaces with mentoring of police deployed to these desks (via trained senior police station officers, e.g. SHO, DSP, as well as tailored support from the Joint EU-UNDP Program staff)	X	X	X	UNDP	EU	Furniture & Equipment (72200)	156,409
	4.2.8 - Support minor infrastructure work at Swat Regional Training Center's police dorms for separate women police officer lodging, including day care facilities	X	X	X	UNDP	EU	construction Serv Non UN (73200)	37,200
	4.2.9 - Provide furniture & equipment for Swat Regional Training Center's police dorms for separate women police officer lodging, including day care facilities	X	X	X	UNDP	EU	Furniture & Equipment (72200)	24,800
	4.2.10 - Gender Policing Specialist (Int) to provide comparative expertise on short-term basis	X	X	X	UNDP	EU	International Consultant (71200)	37,200
<p><b>Indicator 4.3:</b> Increasing numbers of public's issues resolved via community policing forums (CPF) <i>Baseline:</i> To be established and tracked as part of full CPF roll-out Target: 3-5% increase after one full year of implementation</p> <p>Number of community policing forums (CPF) established <i>Baseline:</i> 10 police stations in 4 districts in Malakand Division</p>	Activity Result: 4.3 - Support the implementation of community policing through regular public consultation on local security & justice issues, facilitation of public events, provide immediate response to local concerns as feasible and feed into policy making at Divisional and Central Police Office level, including reporting on public consultations and participation for provincial policy dialogues	X	X	X				
	Activities: 4.3.1 - Hold regular Community Policing Forums (CPF) in all districts, including women-only forums, with work plans and tracking of issues 4.3.2 - Establish e-mechanism within district police stations to track and respond to issues raised at community policing forums	X	X	X	X	UNDP	EU	Contractual Services Comp (72100)
		X	X	X	UNDP	EU	Contractual Services Comp (72100)	55,800

<p>have piloted community policing forums (CPF) Target: All 7 districts of Malakand have CPFs</p>	<p>4.3.3 - Minor thana infrastructure support as needed to facilitate community engagement (e.g. community police desk)</p>	X	X	X	X	UNDP	EU	construction Services Non UN (73200)	223,200
	<p>4.3.4 - Support meetings at divisional level to discuss policy implications/recommendations from CPF engagement and to be raised for Police Management Board, Central Police Office (CPO), as well as regular quarterly reporting to be shared with Divisional level for onward submission to CPO)</p>	X	X	X	X	UNDP	EU	Contractual Services Comp (72100)	1,488
	<p>4.3.5 - Hold community events (sports, competitions, cultural)</p>	X	X	X	X	UNDP	EU	Contractual Services Comp (72100)	7,440
	<p>4.3.6 - Support awards ceremony for recognition of good policing practice and community engagement of the year (police and public awards)</p>	X	X	X	X	UNDP	EU	Contractual Services Comp (72100)	12,400
	<p>4.3.7 - Support development of effective media outreach strategy, e.g. radio, pamphlets, participating in UNDP-supported mobile legal clinics, via consultation at divisional and district levels</p>	X	X	X	X	UNDP	EU	Contractual Services Comp (72100)	14,880
	<p>4.3.8 - Provide furniture &amp; equipment to thana as needed to facilitate community engagement (e.g. community police desk)</p>	X	X	X	X	UNDP	EU	Furniture & Equipment (72200)	86,800
	<p>Indicator 4.4: % increase of public who feel they have the ability to hold the police accountable Baseline: 57% say they do not have or do not know if they have the ability to hold the police accountable<sup>5</sup>;</p>	X	X	X	X				
	<p>Activity Result:- 4.4 - Support the implementation of a decentralized internal accountability system at police stations at district level through diversified complaint and tracking mechanisms, with linkages to central level Activities: 4.4.1 - Community outreach on FIR and new SMS system, which will enable greater public access to services</p>								
		X	X	X	X	UNDP	EU	Contractual Services Comp (72100)	9,920

<sup>5</sup> Baseline Survey – Community Policing under Strengthening the Rule of Law in Malakand Division, UNDP-commissioned study by DTCE, 2013

no SMS and automated FIR system in Malakand Division Target: 3-5% increase in public sentiment after one full year of implementation; roll-out of SMS-complaints systems; roll-out of automated FIR system	4.4.2 - Support implementation/roll-out of SMS (and telephonic) complaints system for public and follow-up mechanism within district police with linkage to Central Police Office (software)	X	X	X	UNDP	EU	Contractual Services Comp (72100)	49,600
	4.4.3 - Support implementation/roll-out of SMS (and telephonic) complaints system for public and follow-up mechanism within district police with linkage to Central Police Office (equipment and furniture)		X	X	UNDP	EU	Furniture & Equipment (72200)	74,400
	4.4.4 - Support the implementation of an automated First Information Report (FIR) tracking system at district police stations, which is accessible to senior police (divisional and above) as well as for public with files (software)	X	X	X	UNDP	EU	Contractual Services Comp (72100)	37,200
	4.4.5 - Provide equipment & furniture for implementation of an automated First Information Report (FIR) tracking system at district police stations, which is accessible to senior police (divisional and above) as well as for public with files		X	X	UNDP	EU	Furniture & Equipment (72200)	77,500
	4.4.6 - Support KP Police's Directorate of Internal Accountability with operational support (software) with a special focus on ensuring the feeding in of district level complaints, as well as developing a standard operating procedure (SOP) for complaint receipts and monitoring	X	X	X	UNDP	EU	Contractual Services Comp (72100)	49,600
	4.4.7 - Support KP Police's Directorate of Internal Accountability with operational support (equipment & furniture) with a special focus on ensuring the feeding in of district level complaints		X	X	UNDP	EU	Furniture & Equipment (72200)	12,400
	Activities:							
Indicator 4.5: Increased percentage of public aware of PSPCC Baseline:	4.5.1 - Support the Provincial PSPCC to conduct broad based public consultations for developing a 3 to 5 years strategy	X	X	X	PSPCC	EU	Contractual Services Comp (72100)	18,600

94% of public unaware of PSPCC <sup>6</sup> Target: 3-5% increase of awareness after one year; support development and roll-out of communication strategy by PSPCC	4.5.2 - Support the Provincial PSPCC to develop annual plans as part of a 3-5 year strategy as well as annual reports, review rules of business, operational policy and monitoring and reporting systems (international consultant)	X	X	X	UNDP	EU	International Consultant (71200)	29,760
	4.5.3 - Support the Provincial PSPCC to develop annual plans as part of a 3-5 year strategy as well as annual reports, review rules of business, operational policy and monitoring and reporting systems (local consultant)	X	X	X	UNDP	EU	Local Consultant (71300)	12,400
	4.5.4 - Build PSPCC capacity at provincial level on discharging function (including substantive & operational policy) via workshops/trainings	X	X	X	PSPCC	EU	Contractual Services Comp (72100)	24,800
	4.5.5 - Support the Provincial Public Safety and Police Complaints Commission (PPSPCC) to establish a secretariat (e.g. IT equipment, office furniture as needed)	X	X	X	UNDP	EU	Furniture & Equipment (72200)	22,320
	4.5.6 - Support PSPCC to undertake outreach to public about role and function as part of communication strategy	X	X	X	PSPCC	EU	Contractual Services Comp (72100)	5,580
Indicator 4.6: Training record retrievable and used as part of selection of police officers for new training and postings Baseline: No database in place to track training received by officers Target: Operational database in place  Improved investigation processes through forensics	Activity Result: 4.6 - Strengthen skills capacity of KP Police <sup>7</sup> to deliver better policing services	X	X	X				
	Activities: 4.6.1 - Undertake training on needs basis with district level monitoring of application by senior officers 4.6.2 - With the KP Training Wing and clearance of the Police Policy Board, support the amendment of the Police Training Policy to enable trained personnel to maintain posts in areas trained to the extent possible via mini study	X	X	X	PSPCC	EU	Contractual Services Comp (72100)	111,600
		X	X	X	UNDP	EU	Audio visual communication (74200)	372

<sup>6</sup> Social Audit – 2011-12, DTCE, pg. 18, [http://dtce.org.pk/DTCE/Data/Social%20Audit%20Reports/Social\\_Audit\\_Report\\_2011\\_12.pdf](http://dtce.org.pk/DTCE/Data/Social%20Audit%20Reports/Social_Audit_Report_2011_12.pdf)

<sup>7</sup> To a lesser extent, levies as well in Malakand District



<p><i>Baseline:</i> No forensics lab in Malakand Division</p> <p><i>Target:</i> Operational lab in Swat</p>	4.6.3 - Undertake an audit and mapping of existing police training institutes in KP & map existing training tools & curricula	X	X		UNDP	EU	International Consultant (71200)	18,600
	4.6.4 - Support the KP Police to develop a monitoring and evaluation strategy and system for training	X	X		UNDP	EU	International Consultant (71200)	27,900
	4.6.5 - Undertake review and revision of curriculum of course at Police Training College (PTC), Hangu as well supporting area-based training curriculum at Regional Training College, Swat	X	X	X	UNDP	EU	International Consultant (71200)	46,500
	4.6.7 - Provide equipment to KP Police Training Wing	X	X		UNDP	EU	Furniture & Equipment (72200)	6,200
	4.6.8 - Support KP Police to develop Crime Data Analysis System at provincial level with expert support	X	X	X	UNDP	EU	Local Consultant (71300)	28,458
	4.6.9 - Support KP Police to establish Crime Data Analysis Centre with minor infrastructure	X	X	X	UNDP	EU	construction Serv Non UN (73200)	37,200
	4.6.10 - Support KP Police to establish Crime Data Analysis Centre with equipment & furniture	X	X	X	UNDP	EU	Furniture & Equipment (72200)	86,800
	4.6.11 - Support KP Police to establish Crime Data Analysis Centre with software system	X	X	X	UNDP	EU	Contractual Services Comp (72100)	62,000
	4.6.12 - Support for improving working conditions for investigations, gender responsive policing, police management & administration at police station level	X	X	X	UNDP	EU	Construction Serv Non UN (73200)	220,754
	4.6.13 - Provide infrastructure support to Malakand District's levies after needs assessment for better service delivery	X	X		UNDP	TRAC	Furniture & Equipment (72200)	10,000
	4.6.14 - Review and assessment of record management issues of Malakand District's levies at command posts/ thana level	X	X		UNDP	GoKP	Local Consultant (71300)	7,000

	4.6.15 – Construction for establishment of Regional Forensic Science Laboratory in Swat	X	X	X	UNDP	GoKP	construction Serv Non UN (73200)	260,000
	4.6.16 - Operationalize Regional Forensic Science Laboratory in Swat with furniture and equipment.	X	X	X	UNDP	GoKP	Furniture & Equipment (72200)	300,000
	4.6.17 - Training for the staff of Regional Forensic Science Laboratory Swat	X	X		PFSA	SDC	Contractual Services Comp (72100)	82,844
	4.6.18 - Feasibility study for major Forensic Science Laboratory in Peshawar	X	X	X	UNDP	GoKP	Contractual Services Comp (72100)	50,000
<p><b>Indicator 4.7:</b> % increase in confidence in using forensic material for case development <b>Baseline:</b> To be established as part of 2015 training <b>Target:</b> 5% increase in confidence after one year</p>	Activity Result:- 4.7 - Strengthen capacity of Office of Prosecution and related offices	X	X	X				
	Activities: 4.7.1 - Ten days training on 'Case Management Techniques' for prosecutors, with monitoring system.	X	X	X	Hazara University	GoKP	Contractual Services Comp (72100)	30,000
	4.7.2 - Five days 'Management Training' for senior prosecutors with monitoring plan	X	X	X	Hazara University	TBD	Contractual Services Comp (72100)	16,000
	4.7.3 – Five days training on 'Joint Investigation, Management and Forensics for Police, Prosecution and Levies'.	X	X	X	University of Malakand	GoKP	Contractual Services Comp (72100)	16,000
	4.7.4 - Provision of furniture, equipment and solar panels for the district prosecution offices and remaining needs of Directorate of Prosecution	X	X	X	UNDP	GoKP	Furniture & Equipment (72200)	35,000
	4.7.5 - Refurbishment / civil works of District Prosecution offices	X	X	X	UNDP	GoKP	construction Serv Non UN (73200)	80,000
	4.7.6- Institutional support to Prosecution Department for 11 access points of online law journals	X	X	X	UNDP	EKON	Furniture & Equipment (72200)	5,000
	4.7.7 - Support to Prosecution Directorate for upgrading of PMIS (Prosecution Management Information System)	X	X	X	UNDP	GoKP	Contractual Services Comp (72100)	20,000

4.7.8 - Establish Prosecution Resource Center (Building/room to be provided by Prosecution Department)	X	X	X	X	UNDP	GoKP	Furniture & Equipment (72200)	25,000
4.7.9 - Conduct joint training of police, levies and prosecution on selected topic, including coordination		X			University of Malakand	TRAC	Contractua I Services Comp (72100)	16,000
4.7.10 - Conduct needs-based workshop for Prosecution Department (at Divisional Level)		X			University of Malakand	TRAC	Contractua I Services Comp (72100)	10,000
4.7.11 - Design and print training manuals for prosecutors	X	X	X		UNDP	GoKP	Contractua I Services Comp (72100)	5,000
4.7.12 - Institutional support to Home Department including Office of Focal Person via refurbishment and infrastructure support and training/workshop	X	X	X	X	UNDP	GoKP	Furniture & Equipment (72200)	50,000
4.7.13 - Two days refresher trainings for the Executive Magistrates		X			University of Malakand	TRAC	Contractua I Services Comp (72100)	8,000
4.7.14 - KAP Study re: police and prosecution in Malakand Division	X	X	X	X	UNDP	TRAC	Contractua I Services Comp (72100)	11,500
4.7.15 - Baseline study on citizen perception and satisfaction study re: police and prosecution in Southern KP (three districts only)	X	X	X		KUST	TRAC	Contractua I Services Comp (72100)	26,000
4.7.16 - Research study on rule of law in FATA	X	X	X		UNDP	TRAC	Contractua I Services Comp (72100)	35,000
4.8 - PMU positioned to ensure program quality and delivery	X	X	X	X				
Activities:								
4.8.1 - Implementation of External Communication and Visibility Plan (e.g. press releases, dissemination of success stories, info-graphics, AV Press, documentary, media visits, photography, info-motion, profiles, media training, street theatre)	X	X	X	X	UNDP	EU	Contractua I Services Comp (72100)	41,206

4.8.2 - Independent program evaluation	X	X		UNDP	TBD	Contractua I Services Comp (72100)	7,500
4.8.3 - Engage 3rd party monitoring firm for monitoring of infrastructure and engineering works	X	X	X	UNDP	EU	Contractua I Services Comp (72100)	31,000
4.8.4 - Human resources support for implementation of SRLP	X	X	X	UNDP	GoKP	Contractua I Services Individual (71400)	33,442
4.8.5 - Travel of Program Staff (police related)	X	X	X	UNDP	EU	Travel (71600)	33,882
<b>Sub-Total- Output4</b>							<b>3,487,168</b>
<b>Total Programme Cost</b>							<b>5,506,923</b>

1- Salary Cost	X	X	X	X	X	UNDP	EU, SDC & TRAC	Regular Staff Cost &SCs (60000) (71400) Travel (71600)	1,307,211
2-Travel	X	X	X	X	X	UNDP	SDC	Equipment & Furniture (incl IT & Audio Visual) (72200) (72400), (72800)	30,000
3-Equipment & Furniture (incl Tel, Mob, Internet etc)	X	X	X	X	X	UNDP	EU, SDC & TRAC	Rental & Maintenance, Premises & Other Equipment (73100) (73400)	158,120
4-Rental & Maintenance of Premises & Equipment	X	X	X	X	X	UNDP	EU & SDC	Production cost (74200)	284,925
5-Printing & Publication	X	X	X	X	X	UNDP	EU	Supplies (72500), Sundries (74500)	5,000
6-Supplies & Sundries	X	X	X	X	X	UNDP	SDC	Training, Workshops & Confr (75700)	13,900
7-Staff trainings/workshop	X	X	X	X	X	UNDP	SDC		12,808
							<b>Total PMU Cost</b>		<b>1,811,964</b>
							<b>GMS Cost</b>		<b>412,022</b>
							<b>GRAND TOTAL (Program Cost + PMU Cost)</b>		<b>7,730,909</b>

Operations Budget Summary		
S.No:	Activity Description	US\$
1	Salary	1,307,211
2	HR to implement Output Support	99,859
3	Communication	100,100

4	Communication EU	137,559
5	Research	140,076
6	3rd Part Monitoring	28,000
7	Independent Program Evaluation	30,000
8	Travel Program Staff	80,893
10	GMS	412,021
	<b>Total</b>	<b>2,335,719</b>

## II. MONITORING PLAN 2015

(Include all monitoring and evaluation activities/events)

### Project Title: Strengthening the Rule of Law Program (SRLP)

Project ID: 00078193

		Data Collection Plan						
Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
Obtained from the CPAP and project Results Frameworks)	Obtained from the CPAP and project Results Frameworks)	At the project start date	At the project end date	Specific publication, evaluation, survey, field observation, interviews, etc	Monthly, quarterly, annually, etc	Staff member responsible for collecting and reporting data	Estimated cost of collecting and reporting data	Any risks or assumptions concerning data collection
<b>CPAP Output:</b> Formal and alternative access to justice and rule of law mechanisms strengthened, with a focus on the rights of women and vulnerable populations	Number of duty-bearers enabled with strengthened systems and capacities (sex disaggregated);	Post-crises needs assessment identifies access to justice as a constraint to development.	At least 5,000 officials (police, prosecutors, lawyers and community members, a significant proportion of whom are women) trained in, Khyber Pakhtunkhwa; Informal dispute resolution mechanisms established, focusing on women's cases; 20% increase in the number of poor, particularly women, accessing legal aid.					
<b>Project Output 1:</b> Access to justice, legal aid and representation mechanism for men, women and other vulnerable groups (returnees & children) improved in selected districts.	<u>Indicator 1.1:</u> Establishment of bar rule for increased pro bono services	<i>Baseline:</i> There is no bar rule requiring pro bono work	Establishing bar rule;1 workshop bringing stakeholders together for consensus re: rule amendment	Copy of amended bar rules	Quarterly status checks	Program staff and M&E staff	Program has allocated resources to support bar rule of amendment; engagement with Bar to confirm otherwise, no cost	N/A
	<u>Indicators 1.2:</u> Increase in legal aid desks and clinics to	<i>Baseline:</i> 23 legal aid desks by close of	3-5 more desks; 2 trainings for legal aid committees; support to bars both district and tehsils of 10 districts	Visit to desks, review of	Monthly status checks	Program staff and M&E staff	Program has allocated resources for field	Security conditions permit

	provide effective legal aid services to the indigent	2014	with internet access, online law library, law books, equipment & furniture	case files, partner reports	Annually	Independent organization (e.g. NGO)	trips	Security conditions permit; sample population is statistically representative
	Increased percentage of public who feel they have access to legal aid services	Baseline: to be established via KAP survey commenced in late 2014	2-5% increase of public who feel they have increased access after one year; 1 KAP study completed	KAP survey (including FGDs)	Monthly	Program staff and M&E staff	Program has allocated resources for KAP surveys	Security conditions permit
	Indicator 1.3 Increased numbers of community members made aware of their legal rights and duties, with special focus on increased percentages of women	Baseline: 26,491 individuals provided legal awareness, out of which 47% female and 53% male; 350 mobile clinics held	5% increase of members receiving legal awareness after one year; 400 mobile legal aid clinics held	Records of implementing partners; spot checks	Quarterly	Program staff and M&E staff	Program has allocated resources for field trips	Security conditions permit
	Indicator 1.4 Increased number of females supported to enter legal profession and facilitate supportive environment	Baseline: 25 female law students/interns supported; no women lawyers forum	5-10 additional female lawyers supported; 1 experience sharing/networking workshop for female lawyers/apprentices	Records of school acceptance and reports; cases files; spot checks	Quarterly	Program staff and M&E staff	Program has allocated resources for field trips	Security conditions permit
	Indicator 1.5 Clinical legal education	Baseline: No clinical legal	At least 1 clinical legal	Faculty documentation establishing course credit;	Quarterly	Program staff and M&E staff	Program has	Security conditions permit



	established with recognized school credits established	education for credit exists in any law school in KP; 4 trainings/lectures held	education program for credit in place; 5 expert lectures targeting areas linked to legal aid	list of students; spot checks	Monthly, followed by quarterly checks	Program staff and M&E staff	allocated resources for field trips	
<p><b>Project Output 2:</b> ADR mechanisms provide fair and effective services, in accordance with the Pakistan Constitution and human rights standards.</p>	<p><u>Indicator 2.1:</u> Rules of business (ROB) and procedures developed for the monitoring of Panel of Conciliators and invoked</p>	<p><i>Baseline:</i> No rules of business or procedures in place</p>	<p>ROB in place and invoked</p>	<p>Copy of ROB from local govt. Dept., ADs – LGs, interviews, spot checks</p>	<p>Monthly, followed by quarterly checks</p>	<p>Program staff and M&amp;E staff</p>	<p>Program has allocated resources for activity and field trips</p>	<p>Security conditions permit</p>
	<p><u>Indicator 2.2:</u> Certificate course established on paralegalism at local university</p>	<p><i>Baseline:</i> No institutionalized course for paralegalism</p>	<p>Course in place for standardization on paralegalism</p>	<p>Copy of course curriculum, list of students from university, SRSP records, OSI records, field visits</p>	<p>Monthly, followed by quarterly checks</p>	<p>Program staff and M&amp;E staff</p>	<p>Program has allocated resources for activity and field trips</p>	<p>Security conditions permit</p>
	<p><u>Indicator 2.3:</u> Increase in cases being resolved by court-annexed ADR</p>	<p><i>Baseline:</i> To be established as part of guidance development</p>	<p>5% increase after one full year of implementation</p>	<p>Case returns from KP Judiciary, Copy of judicial bench guidance, visits to ADR sessions; meetings and interviews with judiciary and public</p>	<p>Monthly, followed by quarterly checks</p>	<p>Program staff and M&amp;E staff</p>	<p>Program has allocated resources for activity and field trips</p>	<p>Regular availability of data from institutions and security conditions permitting</p>

<p><b>Project Output 3:</b> Improved capacity of courts to provide effective and timely justice services to the people in selected districts.</p>	<p><u>Indicator 3.1</u> No. of functioning courts houses in Malakand Division</p>	<p><i>Baseline:</i> court houses and facilities in Malakand Division damaged and not user friendly</p>	<p>11 court houses refurbished</p>	<p>On site visits by team; reports from Judiciary</p>	<p>Quarterly</p>	<p>Program and operations (e.g. engineer) staff</p>	<p>Program has allocated resources for activity and follow-up</p>
	<p><u>Indicator 3.2</u> Ability to measure/track impact of trainings at KPJA on judicial service delivery</p>	<p><i>Baseline:</i> No impact-oriented training evaluation system in place; 2 trainings on case mngmt undertaken</p>	<p>Operational evaluation system; 2 5-day trainings on court, case and office management</p>	<p>Reports from Judiciary; meetings; team checks; usage at UNDP-funded trainings</p>	<p>Quarterly</p>	<p>Program staff and M&amp;E staff</p>	<p>Program has allocated resources for activity and follow-up</p>
	<p>Case audits reveal more comprehensive decision writing post-training</p>	<p><i>Baseline:</i> No case audits undertaken; 6 trainings in different substantive areas hel</p>	<p>2 case audits undertaken; 5-day trainings undertaken in substantive areas</p>	<p>Publicly available decisions and their audits with Judiciary; criteria for audit established</p>	<p>Twice a year</p>	<p>Program staff (with Judiciary)</p>	<p>Program has allocated resources to undertake this activity</p>
	<p><u>Indicator 4.1</u></p>	<p><i>Baseline:</i></p>	<p>4 district police plans</p>	<p>Copies of</p>	<p>Quarterly</p>	<p>Program</p>	<p>Program has</p>
<p><b>Project Output 4:</b></p>							<p>Security</p>

Improved police service to local communities via policy and operational reforms.	<p>Number of plans developed and targets met within new district police plans</p> <p><u>Indicator 4.2:</u> % increase of female public happy with local police services</p> <p><u>Baseline:</u> To be established through KAP survey, baseline study in Q1 2015;</p> <p><u>Indicator 4.3:</u> Increasing numbers of public's issues resolved via community policing forums (CPF)</p> <p>Number of community policing forums (CPF) established</p> <p><u>Indicator 4.4:</u> % increase of public who feel they have the</p>	<p>No consultative evidence-based police plans in place</p> <p><u>Baseline:</u> To be established through KAP survey, baseline study in Q1 2015;td facilities at police 'lady desks'</p> <p>To be established and tracked as part of full CPF roll-out</p> <p>10 police stations in 4 districts in Malakand Division have piloted community policing forums (CPF)</p> <p><u>Baseline:</u> 57% say they do not have or do not know if</p>	<p>3-5% increase after one full year; provide furniture and equipment to 'lady desks' in four districts</p> <p>3-5% increase after one year of implementation</p> <p>All 7 districts of Malakand have CPFs</p> <p>3-5% increase in public sentiment after one year; roll-out of SMS-</p>	<p>plans, Police engagement, interviews</p> <p>KAP survey</p> <p>Coordinator of CPF, interviews with police, police data, visits/checks, IP for community policing</p> <p>Same as above</p> <p>KAP survey</p>	<p>Once a year</p> <p>Quarterly statistics, monthly visits</p> <p>Quarterly statistics, monthly visits</p> <p>Once a year</p>	<p>Independent organization (e.g. NGO)</p> <p>Program staff and M&amp;E staff</p> <p>Program staff and M&amp;E staff</p> <p>Independent</p>	<p>allocated resources</p> <p>Program has allocated resources</p> <p>Program has allocated resources</p> <p>Program has allocated resources</p> <p>Program has allocated resources</p>	<p>conditions permitting</p> <p>Security conditions permitting surveys</p> <p>Security conditions permitting</p> <p>Security conditions permitting</p> <p>Security conditions permitting</p>
--	--	--	--	---	---	---	--	--

	ability to hold the police accountable <sup>8</sup>	they have the ability to hold the police; no SMS complaints system and automated FIR in Malakand Division	complaints systems; roll-out of automated FIR system		Frequency	organization (e.g. NGO)	Program has allocated resources	Security conditions permitting
<p><u>Indicator 4.5:</u> Increased percentage of public aware of PSPCC</p>	<p><i>Baseline:</i> 94% of public unaware of PSPCC<sup>9</sup></p>	<p>3-5% increase of awareness after one year; support development and roll-out of communication strategy by PSPCC</p>	<p>KAP survey</p>	<p>Once a year</p>	<p>Independent organization (e.g. NGO)</p>	<p>Program has allocated resources</p>	<p>Security conditions permitting</p>	
<p><u>Indicator 4.6:</u> Training record retrievable and used as part of selection of police officers for new training and postings</p>	<p><i>Baseline:</i> No database in place to track training received by officers</p>	<p>Operational database</p>	<p>KP Police, functional database (demonstration of), check visits, retrieve records and usage</p>	<p>Quarterly</p>	<p>Program and M&amp;E staff</p>	<p>Program has allocated resources</p>	<p>Security conditions permitting; complex procurement does not cause further delays</p>	
<p>Improved investigation processes through forensics</p>	<p>No forensics lab in Malakand Division</p>	<p>Operational lab in Swat</p>	<p>Site visits; by team; KP Police records</p>	<p>Monthly</p>	<p>Program staff and Operations</p>	<p>Program has allocated resources</p>	<p>Security conditions permitting; complex procurement does not cause further delays</p>	

<sup>8</sup> Baseline Survey – Community Policing under Strengthening the Rule of Law in Malakand Division, UNDP-commissioned study by DTCE, 2013

<sup>9</sup> Social Audit – 2011-12, DTCE, pg. 18, [http://dtce.org.pk/DTCE/Data/Social%20Audit%20Reports/Social\\_Audit\\_Report\\_2011\\_12.pdf](http://dtce.org.pk/DTCE/Data/Social%20Audit%20Reports/Social_Audit_Report_2011_12.pdf)

	<p>Indicator 4.Z: % increase in prosecutor's confidence in using forensic material for case development</p>	<p>To be established as part of 2015 training</p>	<p>5% increase of confidence after one year</p>	<p>Data from Prosecution on training value; cases reflecting better preparation, interviews</p>	<p>Twice a year</p>	<p>Program and M&amp;E staff</p>	<p>Program has allocated resources</p>	<p>Accessing data required to assess better case prep may be sensitive</p>
--	---	---	---	---	---------------------	----------------------------------	--	--

### III. RECRUITMENT PLAN 2015

(Include all the recruitments envisaged by the project in AWP 2015 - including national and international staff positions that are vacant or newly created)

Project ID: \_\_\_\_\_ Project Title: \_\_\_\_\_

#	Post Title	National/ International	Level of Post	Proforma Cost per year (US\$)	Responsible party (UNDP/EAD/ IP/PMU etc)	Contract Modality (TA/FTA/SC/ NIMU/Govt)	Reporting to/ Supervisor	Duty Station	Contract Start Date	Contract End Date
1.	Senior Finance Officer	N	SB5/1	332549	UNDP	SC	OM/CTA	Peshawar	Feb 2015	One Year
2.	Senior Procurement Officer	N	SB4/4	313971	UNDP	SC	OM/CTA	Islamabad	Feb 2015	One Year
3.	Senior National Policing Specialist	N	SB 5/1	332549	UNDP	SC	NTS/CTA	Peshawar	Feb 2015	One Year
4.	International Policing Specialist	I	P-4	253,014	UNDP	FTA	NTS/CTA	Peshawar	April 2015 (Express Roster consultan t used in interim)	One Year
5.	Community Policing Specialist	N	SB 4/4	313971	UNDP	SC	NTS/CTA	Peshawar	Feb 2015	One Year

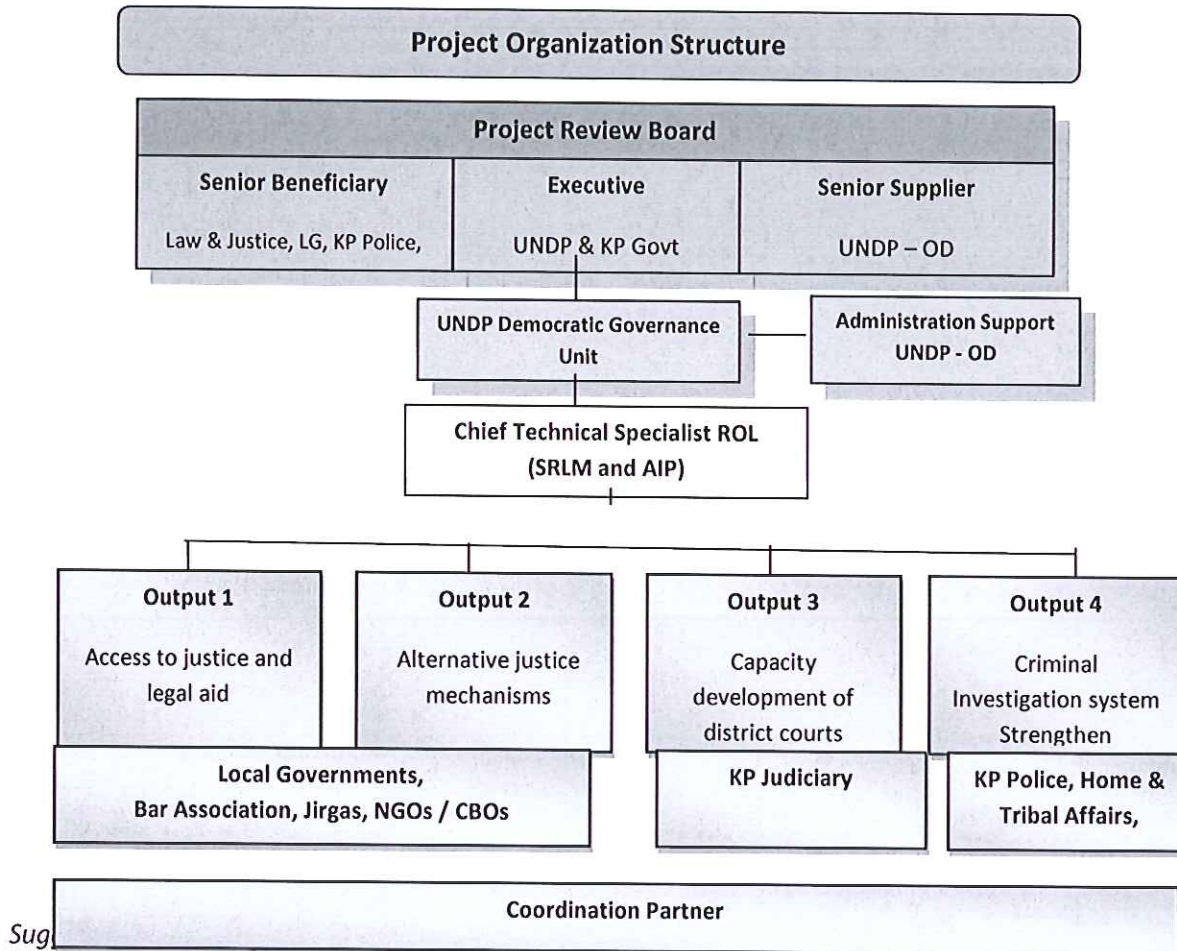


## V. MANAGEMENT ARRANGEMENTS

Explain the roles and responsibilities of the parties involved in managing the project.

Please refer to the *Project Document – Deliverable Description* to complete this component of the template.

Use the diagram below for the composition of the Project Board.



- results of capacity assessment of implementing partner
- UNDP Support Services (if any)
- collaborative arrangements with related projects (if any)
- prior obligations and prerequisites
- a brief description/summary of the inputs to be provided by all partners
- audit arrangements
- agreement on intellectual property rights and use of logo on the project's deliverables



## VI. PLANNING, MONITORING AND REPORTING

The project will follow the following planning, monitoring and reporting cycle during the year. *As necessary, add the target dates monitoring visits, spot checks, evaluations and other missions by donors or other stakeholders.*

Timeline /Target Date	Activity	Primary Responsibility
1 November 2014	Prepare draft Annual Work Plan 2015 and budget and present at UNDP annual retreat on ___ November 2014	Project Manager
11 November 2014	Review of AWP for Quality assurance, alignment with CPAP and UNDP priorities, results orientation and resource availability	ACD UNDP and Program Officer
30 November 2014	Organise Project Steering Committee to: a) Review of project contribution to results and financial delivery 2014; b) Review and endorsement of AWP 2014	Project Director/ Project Manager
6 December 2014	Submit signed AWP and, where applicable in NIM projects, Letter of Service, to UNDP for final review and signature by UNDP	Project Director/ Project Manager
6 December 2014	Submit draft Annual Progress Report 2014, including project contribution to outcomes, outputs, activities and financial delivery and lessons-learnt, to UNDP	Project Director/ Project Manager
13 December 2014	Approval of AWP and LOS by UNDPs	ACD UNDP and Program Officer
31 December 2014	Review and provide feedback on the project APR to NPM	ACD UNDP and Program Officer
31 January 2015	Submit final Annual Progress Report 2014 to UNDP	Project Director/ Project Manager
28 February 2015	Annual audit of the project	SMU-UNDP
30 April 2015 31 July 2015 31 October 2015	Quarterly Progress Reports, including: a) Report on project progress and financial delivery b) Update of Issue Log in Atlas (tracking and resolution of potential problems or requests for change) c) Update of Risk Log (Reviewing of external environment that may affect project implementation)	Project Manager
15 July 2015	Organise Project Steering Committee (Mid-year review of project progress and, if needed, revision of the AWP)	Project Director/ Project Manager
30 November 2015	Organise Project Steering Committee to: c) Review of project contribution to results and financial delivery 2015; d) Review and endorsement of AWP 2016	Project Director/ Project Manager

---

## VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference, constitute together the instrument envisaged and defined in the Supplemental Provisions to the Project attached hereto and forming an integral part hereof, as "the Project Document"

### **Alternative A [where the Implementing Partner is a government agency (NIM) or an NGO/IGO]**

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]<sup>10</sup>.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

### **Alternative B [where the Implementing Partner is UNDP (DIM), the UN, a fund/programme of the UN, or a UN agency]**

[UNDP] [Name of UN Agency] as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

[UNDP] [Name of UN Agency] agrees to undertake all reasonable efforts to ensure that none of the [project funds]<sup>11</sup> [UNDP funds received pursuant to the Project Document]<sup>12</sup> 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/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

---


<sup>10</sup> Use bracketed text only when IP is an NGO/IGO

<sup>11</sup> To be used where UNDP is the Implementing Partner

<sup>12</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.

---

## ANNEXES

- Annex 1: Risk log matrix (An assessment of risks that may affect the project implementation and achievement of results)
- Annex 2: Letter of Service signed between UNDP and the Implementing Partner where UNDP Country Office will provide Implementation Support Services to a NIM project
- Annex 3: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
- 

CERD - Assessment  
summary.docx
- Annex 4: Cost sharing agreements signed with donors/government (if any)
- Annex 5: Project cooperation agreement signed with NGOs (if any)
- Annex 6: Agreements between the Implementing Partner and Responsible Parties (Government entities, NGOs, etc)
- Annex 7: Terms of Reference for key project personnel should be developed and attached

## OFFLINE RISK LOG

(see *Deliverable Description* for the Risk Log regarding its purpose and use)

Date: \_\_\_\_\_

**Project Title: Strengthening Rule of Law Program**

**Project ID: 00078193**

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted by updated by	Last Update	Status
1	Weak law & order situation in project area (Malakand)	2011	Operational	<ul style="list-style-type: none"> <li>It could have negative effect on project interventions in the field.</li> </ul> P = 3 I = 3	<ul style="list-style-type: none"> <li>Developed coordination linkages with local administration and communities to counter and minimize the effect of risk.</li> </ul>	Project field staff and management	Project Field staff	Project staff continuously monitor the situation	No change, fluctuating
2	Deterioration of Security Situation	2011	Operational Political Regulatory Strategic	<ul style="list-style-type: none"> <li>The field activities halted</li> <li>Temporary Office closure</li> <li>Limited or NO monitoring of field activities</li> </ul> P=5 I=5	<ul style="list-style-type: none"> <li>Programme has an evacuation strategy in place</li> <li>Staff will be based in Peshawar, providing access to current information concerning risks and the ability to be moved out faster</li> </ul>	PM	PM	June, 2013	Escalation of terror activities
3	Access hampered due to man-made or natural disasters	2011	Environmental Political Strategic	<ul style="list-style-type: none"> <li>Implementation of the field activities halted</li> <li>Limited or NO access to the office or field activities</li> <li>NO monitoring of field activities</li> </ul> P=4 I=5	<ul style="list-style-type: none"> <li>Programme activities will be temporarily suspended</li> <li>Withdrawal of staff until situation improves</li> <li>Follow MOSS guidelines</li> </ul>	PM	PM	June, 2013	No change
4	Attack on UN/ Project staff	2009	Operational Political Strategic	<ul style="list-style-type: none"> <li>Government authorities instruct to halt or limit activities</li> <li>UN/ Project staff</li> </ul>	<ul style="list-style-type: none"> <li>Cease Programme activities temporarily until security situation</li> </ul>	PM	PM	June, 2013	No change

					<ul style="list-style-type: none"> <li>improves</li> <li>Withdrawal of staff</li> <li>MOSS guidelines</li> </ul>								No change
5	Security threats on justice sector stakeholders	2009	Operational Political Strategic	<ul style="list-style-type: none"> <li>cannot perform their duties</li> <li>NO monitoring of field activities</li> <li>Restricted movement</li> </ul> <p>P=3 I=5</p> <ul style="list-style-type: none"> <li>Limited or No cooperation from the stakeholders</li> <li>Limited or No field activity implementation</li> </ul> <p>P=3 I=4</p>	<ul style="list-style-type: none"> <li>Advocacy within high level government forums to enhance protection and security for justice sector personnel</li> </ul>	PM/ Sector Specialists	PM	June, 2013	No change				
6	Kidnapping for ransom and threats to the Program	2009	Operational Political Strategic	<ul style="list-style-type: none"> <li>Implementation of the field activities halted</li> <li>Limited access to the office or the field activities</li> <li>NO monitoring of field activities</li> </ul> <p>P=1 I=3</p>	<ul style="list-style-type: none"> <li>Support from Local police</li> <li>Seek advice and support from UNDSS</li> </ul>	PM	Sector specialists	June, 2013	No change				
7	Unwillingness of professionals to serve in Program implementation area due to security concern	2012	Operational Political Strategic	<ul style="list-style-type: none"> <li>Limited or NO monitoring of field activities</li> <li>Limited or NO coordination meetings held in the field</li> </ul> <p>P=2 I=2</p>	<ul style="list-style-type: none"> <li>Programme staff are local residents who are familiar with on ground conditions and are willing to work in these areas</li> </ul>	PM	PM	June, 2013	Improving				
8	Access hindered due to want of NO Objection certificate (NOC)	2011	Operational	<ul style="list-style-type: none"> <li>Work implementing partners hampered</li> <li>UN/ Project staff cannot have access to the Programme implementation areas</li> <li>Justice sector</li> </ul>	<ul style="list-style-type: none"> <li>UNDP enjoys very strong links with the authority issuing NOCs</li> <li>Stakeholders dealing with NOCs are part of Programme focal</li> </ul>	PM	PM	June, 2013	Improving				

9.	Local elections are not held and therefore Panel of Conciliators cannot be established for ADR output	2014	Political	<p>stakeholders cooperating</p> <ul style="list-style-type: none"> <li>One component of ADR output will not be accomplished as consequence</li> <li>KP Government is making comprehensive preparations for elections in 2015</li> </ul> <p>P=1 I=3</p>	<p>persons committee</p> <ul style="list-style-type: none"> <li>UNDP will remain aware of developments re: LG elections; will convene earlier PRB to re-designate funding if needed</li> </ul>	PM	PM	Feb 2015	Improving
----	---	------	-----------	--	--	----	----	----------	-----------