



Revision of SEESAC 2009 Project Document

United Nations Development Programme

Country: Serbia

Project Document

Project Title: Support for gender mainstreaming in policing practice in South Eastern Europe

UNDAF Outcome(s): NA for a regional project

Expected CP Outcome(s): Increased gender awareness and improved gender responsiveness of policing practice in SEE

Expected Output(s):

- Output 1:
Awareness Raising on the Position of Women in Police Forces in SEE and Women's Human Rights
- Output 2:
Capacity Development for Gender Responsive Policing Practice in SEE
- Output 3:
Replication of the Regional Network at the National Level

Implementing Partner: SEESAC

Responsible Parties: UNDP/SEESAC

Brief Description

The project will support the Southeast Europe Police Chief Association (SEPCA) in raising awareness and capacity development for gender mainstreaming of policing practices in South East Europe through the establishment of a Women Police Officer Network (WPON) in SEE. The network is expected to function as an independent service under the umbrella of SEPCA. The project will therefore support the establishment of a Women Police Officers Network as an advocacy platform for women police officers and will provide assistance in initiating gender responsive police work in line with the UN Convention on Elimination of All Forms of Discrimination against Women, the Beijing Platform for Action, the UN Security Council Resolution 1325 on Women, Peace and Security and the "8 Point Agenda on Women and Girls in Crisis" of the UNDP Bureau for Crisis Prevention and Recovery. In particular, the project will support the advancement of women as decision-makers, will contribute to transformation of government to deliver for women and develop capacities for social change. The aim of this project is to assist in the setting-up of the WPON by providing support and expertise to the WPON in the initial phases of the inception as well as support for long-term institutionalisation and operationalisation. The project will support the creation of basic statutes governing management and membership structures as well as specific efforts tasked with addressing the recruitment, promotion, retention and career building of women police officers in the region. It is envisioned that the WPON can also come to serve as an advisory and advocacy body to the region's police services on matters related to gender and policing; and project initiating and facilitating. The project will support the development of relevant gender policy and guidelines based on best-practice experiences, including from other existing regional networks for women police officers. The project has three main outputs, namely (1) awareness-raising regarding the position of women in police forces in SEE and women human rights; (2) capacity development for gender responsive policing practices in SEE; and the (3) replication of the Regional Network at the national level.

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|--|------------------------|-----------|-----------------------------------|------------------------|-----------------|--|-------------|------------------|-----------|-------------|------|-------------------|--------------------------|-----|---|-------------------|-------------|---------------------------|-------------|----------------------------|-------------|--------------------|------------|---------------------|------------|-----------|-------------|--------------|------------|------------------|------------|------------------------|----|
| <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Programme Period:</td> <td>2009-2012</td> </tr> <tr> <td>Key Result Area (Strategic Plan):</td> <td>Security sector reform</td> </tr> <tr> <td>Atlas Award ID:</td> <td></td> </tr> <tr> <td>Start date:</td> <td>01 November 2009</td> </tr> <tr> <td>End Date:</td> <td>31 May 2012</td> </tr> <tr> <td>PAC:</td> <td>28 September 2009</td> </tr> <tr> <td>Management Arrangements:</td> <td>DIM</td> </tr> </table> | Programme Period: | 2009-2012 | Key Result Area (Strategic Plan): | Security sector reform | Atlas Award ID: | | Start date: | 01 November 2009 | End Date: | 31 May 2012 | PAC: | 28 September 2009 | Management Arrangements: | DIM | <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">2009-2012 budget:</td> <td>USD 577,800</td> </tr> <tr> <td>Total resources required:</td> <td>USD 577,800</td> </tr> <tr> <td>Total allocated resources:</td> <td>USD 552,220</td> </tr> <tr> <td>• UNDP Gender TTF:</td> <td>USD 75,000</td> </tr> <tr> <td>• UNDP Serbia Trac:</td> <td>USD 11,000</td> </tr> <tr> <td>• Norway:</td> <td>USD 423,720</td> </tr> <tr> <td>• SEPCA/SDC:</td> <td>USD 42,500</td> </tr> <tr> <td>Unfunded budget:</td> <td>USD 25,580</td> </tr> <tr> <td>In-kind Contributions:</td> <td>NA</td> </tr> </table> | 2009-2012 budget: | USD 577,800 | Total resources required: | USD 577,800 | Total allocated resources: | USD 552,220 | • UNDP Gender TTF: | USD 75,000 | • UNDP Serbia Trac: | USD 11,000 | • Norway: | USD 423,720 | • SEPCA/SDC: | USD 42,500 | Unfunded budget: | USD 25,580 | In-kind Contributions: | NA |
| Programme Period: | 2009-2012 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Key Result Area (Strategic Plan): | Security sector reform | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Atlas Award ID: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start date: | 01 November 2009 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Management Arrangements: | DIM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Unfunded budget: | USD 25,580 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| In-kind Contributions: | NA | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Agreed by SEPCA:



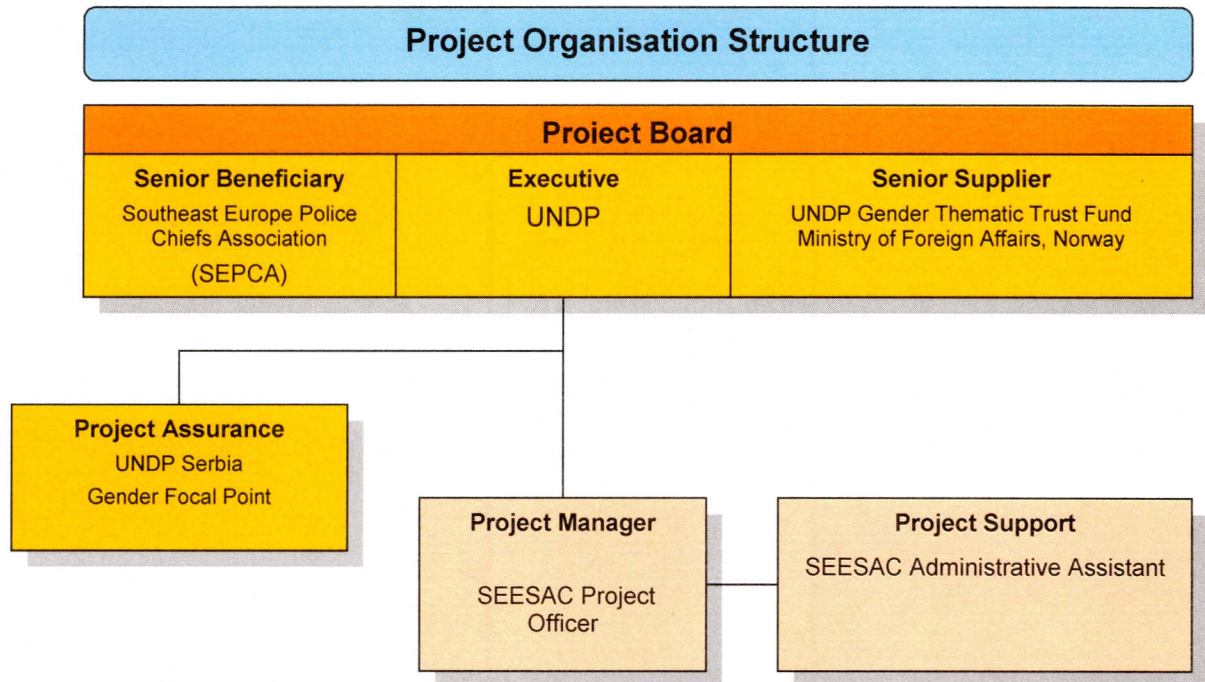
Agreed by UNDP:

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | TIMEFRAME | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|------------------|--------------------|--|---|------|-------------------|----------------|------------------------|--------------|
| | | 2009 | 2010 | 2011 | | Funding Source | Budget Description | Amount USD |
| | | <p>Output 2 Capacity Development for Gender Responsive Policing Practices in SEE</p> <p><i>Indicators:</i> <i>Training of gender focal points for advocating and advising on gender mainstreaming; on gender responsive policing; and gender responsive project design and implementation; Organization of meetings of the Steering Committee;</i> <i>Development and publication of guidelines on gender responsive policing</i></p> | <p>1. Activity Result: Support to the Steering Committee in drafting and development of key documents and plans. Action: Assisting in the development of the statutes and other key documents and plans</p> <p>2. Activity Result: Training of gender focal points Action: conduct training sessions and assistance in developing project proposals based on needs assessment</p> <p>3. Activity Result: Annual meeting of Steering Committee and focal points organised Action: technical and logistical support for the organisation of meetings</p> <p>4. Activity Result: Development and implementation of guidelines on gender-sensitive police work. Action: Technical assistance to the network including organisation of workshop, recruitment of consultant, translation and publication of guidelines.</p> | X | | X | | SEESAC/SEPCA |
| | | X | | | SEESAC/WPON | Donor | Contracts, travel, DSA | 50,000 |
| | | | X | | SEESAC/WPON | Donor | Contracts, travel, DSA | 50,000 |
| | | | | X | SEESAC/WPON | Donor | Contracts, travel, DSA | 75,000 |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | TIMEFRAME | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|---|---|-----------|------|------|-------------------|----------------|------------------------|----------------|
| | | 2009 | 2010 | 2011 | | Funding Source | Budget Description | Amount USD |
| | | | | | | | | |
| Sub-total 2 | 5. Activity Result: Capacity Development for gender sensitive project design and implementation Action: Support and technical assistance in developing national and regional advocacy activities | X | X | X | SEESACWPON | Donor | Contracts, Travel, DSA | 50,000 |
| Output 3: Replication of the Regional Network at the National Level <i>Indicators:</i> Network replication pilot project in Serbia launched | 1. Activity Result: National level capacity improved Action: Development of a pilot project in Serbia replicating the regional network at national level | X | X | X | SEESACWPON | Donor | Contracts, travel, DSA | 50,000 |
| Sub-total 3 | | | | | | | | 50,000 |
| Sub-total 1+2+3 | | | | | | | | 440,000 |
| Project administration | | | | | | | | 100,000 |
| UNDP General Management service fee at seven per cent (GMS at 7%) | | | | | | | | 37,800 |
| Total | | | | | | | | 577,800 |

II. MANAGEMENT ARRANGEMENTS

The project will be implemented under the DIM modality



III. 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 available in the Executive Snapshot.
- 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 and the Outcome 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. In the last year, this review will be a final assessment. 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.

Quality Management for Project Activity Results

| OUTPUT 1: Awareness Raising on the position of women in police forces in SEE and women human rights | | |
|---|---|---|
| Activity Result 1 (Atlas Activity ID) | <i>Awareness raised</i> | Start Date: 01 Dec. 2009 End Date: 31 May 2012 |
| Purpose | <p>Following the decision of the Southeast Europe Police Chiefs Association (SEPCA) to establish a Women Police Officers Network (WPON), the project aims to support the establishment, institutionalisation and operationalisation of such network under the umbrella of SEPCA. The aim of this network is to give women police officers from police services across the region a particular and distinct voice. The network is expected to act as a conduit for knowledge and experience-sharing as well as for the development of projects to increase the recruitment, retention and promotion of women police officers. It is envisaged that the network will have a gender advocacy role throughout SEPCA member forces. By working to jointly to identify shortcomings and sharing experiences in addressing such issues, the WPON will work to improve the situation of the woman police officer.</p> <p>The network will help develop and foster better gender awareness within police services by acting in an advisory role on gender-related matters and performing an advocacy role for the improvement of gender sensitive policing practices. It is expected that such a regional network structure will be a significant asset to women police officers in improving their position within the local forces. At the same time, it will provide a regional forum for the exchange of ideas and experiences in order to strengthen the gender component in policing.</p> <p>The project will seek to identify areas where most assistance is needed and will develop regional (i.e. opportunities for information sharing, studies) and country-specific projects (i.e. national working groups to support the network) with the network in order to increase capacity and improve the ability of the network to benefit its members.</p> <p>In order to assist the launch of the network, the project proposes to organize a meeting in December 2009 at which the Steering Committee will be formed and the network establishment officialised. The meeting will be attended by two female representatives of each SEPCA member police force as well as a senior police officer to ensure the continuous political support for the WPON.</p> <p>The Steering Committee, with the support of the project, will be tasked with developing key documents such as statutes, action plans and reporting mechanisms to ensure the long-term viability of the network. The meeting will also serve to launch the study report on gender and policing in South East Europe based on the analysis of questionnaire compiled by women police officers from across the region.</p> | |
| Description | <p>The project will support the establishment and institutionalisation of the network by jointly identifying the needs of the WPON. The main component is the setting-up of the basic structures of the network and the capacity-needs analysis in order to establish what the priorities are and how they can be achieved. The data collection through questionnaire distributed to women police officers will provide the basis for such an analysis. In order to assist the completion and dissemination of the findings, the project will provide expert support and technical assistance for the publication and translation of the report.</p> <p>The project will provide technical assistance in the organization of the launch meeting in December 2009 at which the Steering Committee will be formed. The Steering Committee will be tasked with drafting the key documents and ensuring continuous support for the network in SEPCA police forces.</p> <p>The project will assist SEPCA and the WPON in developing the basic founding documents and statutes as well as specific initiatives to address the key gender issues that will come out of the data gathering exercise that the WPON has initiated with the support of OSCE ODIHR and SEESAC. To this end, the project envisages recruiting a</p> | |

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| | <p>consultant to work with the WPON Steering Committee in formulating statutes, plans of action and network mechanisms.</p> <p>The project will also provide technical and expert support for the completion of the study report based on</p> <p>The project will promote the network through as series of national launch events at which the network will be presented together with the report on gender and policing in SEE. The events will serve the purpose of recruiting new members and raising awareness of the main findings relating to women's career development in the region's police forces.</p> <p>Activities:</p> <ul style="list-style-type: none"> - Technical support to the WPON launch meeting (December 2009); - Expert and technical support for the drafting of statutes and other documents necessary for the institutionalization of the network; - Expert and technical support to the completion of the study report on gender in policing in South East Europe, including the translation, layout and publication of the report; - Technical and logistical support for the organisation of national launch events in SEPCA member states; - Technical and logistical support for WPON steering committee meetings and focal point meetings. |
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| Quality Criteria | Quality Method | Date of Assessment |
|---|---|--------------------|
| WPON launched | Steering Committee formed and key documents adopted | December 2010 |
| Gender and policing in South East Europe Analysis | Publication and dissemination of the report | December 2010 |
| WPON successfully established and institutionalised | Publication of network statutes and other founding documents and recruitment of members | May 2012 |

OUTPUT 2: Capacity Development for Gender Responsive Policing Practices in SEE

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|--|-----------------------------|---|
| Activity Result 1 (Atlas Activity ID) | <i>Capacity Development</i> | Start Date: 01 Jan. 2010 End Date: 31 May 2012 |
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|----------------|---|
| Purpose | <p>The purpose of the project is to support the process of gender mainstreaming in police practices in SEE through the establishment of a functioning network for women police officers in South-Eastern Europe that will act as an advocacy agency to make the workplace more women friendly and conducive to equal participation of women and men. It is envisaged that the WPON will identify specific tasks that will deal with gender related issues and the contribution of women police officers to better policing. In order to do this, the network will need to raise awareness relating to its activities and strengthen their capacities to be able to act as an advocacy agency for women police officers and gender issues in police.</p> <p>The purpose of the project is to help the WPON identify the key areas where assistance is required. Following from that, the project will assist in developing policies and best-practice guidelines. The ultimate goal is to work towards gender equality as a precondition for comprehensive security. It is expected that the network will have a transformational role helping both improve conditions for women police officers and implement gender-sensitive policing approaches throughout the region.</p> <p>Two areas are of particular concern: career development and the gender aspects of operational planning in police practice. In terms of careers development, the project will assist the network in analysing the data gathered and conducting in-depth research on the career path of women police officers, the main obstacles to equal career development (including in recruitment, retention and promotion) and the extent to which equal opportunities exist. In terms of policing practice, the project will help the network analyse the current role of gender in policing practice, the role played by female police officers, their contribution in domestic violence cases, sexual violence</p> |
|----------------|---|

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|--|--|--|
| | cases and other instances in which more robust women police participation is needed. | |
| Description | <p>In order to become fully operational the network will develop a national presence through the appointment of national focal points. The focal points' role will be to coordinate WPON activities at the national level. They will be tasked to raise awareness among members of their rights, entitlements, as well as to indicate barriers to women's promotion and retention. In order to be able to fulfill these tasks, the focal points will be trained through project activities, with a view for them to develop trainer skill for future gender related activities.</p> <p>It is envisioned that the WPON will come to serve as an advisory and advocacy body to the region's police services on matters related to gender and policing; and gender responsive project initiating and facilitating. The project will support the development of policy and best-practice guidelines in two specific areas: career development for women police officers; and gender sensitive policing strategies. Through the promotion of such best-practice guidelines and the lobbying for their implementation, the network will act in a transformational role within the police forces.</p> <p>The network will also be able to act in an advisory role on matters related to gender mainstreaming. To this end, the project will provide capacity development to the network in order to enable them to formulate guidelines and successfully lobby for their implementation. A consultant will be recruited to support the network with international expertise. Technical assistance in the form of translation, publication and distribution of the guidelines will also be provided. The project will support the WPON in developing national and regional advocacy activities related to gender sensitive police work and for gender sensitive project design and implementation.</p> <p>Having in mind the need for the network to develop independent capacity to design and implement advocacy and lobbying activities, the project will provide technical support through the SEPCA secretariat in the formulation of WPON projects and activities. It will act in an advisory role in order to facilitate project design, development and implementation.</p> <p>Activities:</p> <ul style="list-style-type: none"> - Recruitment and training of gender focal points for advocacy activities at national level; - Annual meeting of Steering Committee and focal points organised; - Development and implementation of guidelines on gender sensitive police work; - Capacity development for gender sensitive project design and implementation. | |
| Quality Criteria | Quality Method | Date of Assessment |
| Appointment of focal points | National focal points appointed and trained | December 2011 |
| Promotion of the network through national launch events | National events held and members recruited | May 2012 |
| OUTPUT 3: Replication of the Regional Network at the National Level | | |
| Activity Result 1 (Atlas Activity ID) | <i>National Network launched</i> | Start Date: 01 Sept. 2010 End Date: 31 May 2012 |
| Purpose | The aim of the project is to help develop policies and guidelines based on best practice experience that will be the basis for a more gender responsive approach to policing in SEE. The network will take the lead in developing such activities with the support of the project. | |
| Description | <p>In order to increase the effectiveness of the regional network, national sections of the network will be organised. The project will support a pilot project with the establishment and operationalization of a national section of the WPON in Serbia. Technical support in devising membership modalities and well as institutional arrangements will be provided. Following an initial period, an assessment of the national section will be done with lessons learned formulated. This will allow successful replication in other SEPCA member states at a later stage.</p> <p>Activities:</p> <ul style="list-style-type: none"> - Development of a pilot project in Serbia; - Launch of the pilot network in Serbia. | |

| Quality Criteria | Quality Method | Date of Assessment |
|--|---|--------------------|
| Support for the development of region wide policy guidelines for gender based policing | Guidelines formulated, published and disseminated | December 2010 |
| Capacity development for independent advocacy activity design and implementation | Network develops own projects and activities | December 2010 |
| Pilot project in Serbia | Serbia network established and assessed. Lessons learned published. | December 2010 |

IV. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, 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.

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 this agreement.

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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

OFFLINE RISK LOG

| # | Description | Date Identified | Type | Impact & Probability | Countermeasures / Mngt response | Owner | Submitted, updated by | Last Update | Status |
|---|--|-----------------|----------------|---|---|--------|-----------------------|-------------|--------|
| 1 | The network is established fails to become fully operational | November 2009 | Organizational | The WPON is established as proposed but organizational problems lead to inactivity of the working groups and problems in recruiting membership and the network fails to contribute as envisaged in the project document | SEESAC is developing an array of possible support measures to working groups in order to ensure that the network become fully operational and active. This includes technical assistance in strategy formulation, project development and implementation. | SEESAC | SEESAC | | |
| 2 | Financial difficulties in funding proposed activities | November 2009 | Financial | The project envisages significant financial support to SEPCA and WPON in order to establish and develop the network. Without the necessary funds, the network's development would be severely impeded. | SEESAC will be fundraising for these activities and is hoping to enlist the support of other UNDP programmes. | SEESAC | SEESAC | | |