

**United Nations Development Programme  
Bratislava Regional Centre  
Project Document**



***Promoting Human Rights and Access to Justice for Social  
Inclusion and Legal Empowerment (PHASE)***

**RPD Outcome:** Outcome 6: By 2013 Capacities of selected institutions in ECIS are strengthened to contribute to peaceful and tolerant societies

- Expected Outputs:**
1. Selected institutions and organizations of the National Human Rights Protection Systems in Europe and CIS are better able to use their mandate and available resources for the development of long-term strategies to promote and protect human rights at the national level;
  2. Increased capacity of UNDP's Country Offices to support National Engagements with International Human Rights and Justice Principles and Mechanisms;
  3. Increased capacity of UNDP's Country Offices in supporting national partners for improving Rule of Law and Access to Justice service delivery;

**Executing Entity:** United Nations Development Programme (UNDP) Bratislava Regional Center

**Implementing Agencies:** UNDP

**Brief Description**

Human Rights, Rule of Law, and Access to Justice are understood as fundamental components of human development as they are indispensable conditions for the realisation of a life free from fear and want. They are fundamental pillars for the protection, empowerment and dignity of all people and for ensuring equality of opportunity, a key driver towards the MDGs. The PHASE Project (Promoting Human Rights and Access to Justice for Social Inclusion and Legal Empowerment) will enhance the capacity of human rights and justice institutions and UNDP Country Offices to pursue a robust regime of human rights rule of law, and justice programming in support of country level engagements with national and international principles and mechanisms. This involves, among others, the innovative use of legal services including Legal Aid and Alternative Dispute Resolution, targeted human rights and justice capacity development, and legal and judicial reforms for disadvantaged and marginalised populations, often in combination with other development priorities and cross-practice initiatives. The project will strive to empower vulnerable groups and marginalised communities including, minorities, persons with disabilities, women etc. by promoting their special rights and accelerating access to justice. This will facilitate the strengthening of national policy framework and system to support corresponding follow-up actions in the priority areas identified through an inclusive process of consultation, and, mapping of regional, sub-regional and country level demands.

Programme Period: 45 months

**Key Result Area (Strategic Plan)**

- Support national partners to implement democratic governance practices grounded in human rights, gender equality, and anti-corruption.
- Effective, responsive, accessible and fair justice systems promoting the rule of law, including both formal and informal processes, with due consideration to the rights of the poor, women and vulnerable group.

Atlas Award ID: \_\_\_\_\_

Total resources required \$850000

Total allocated resources:

- Regular \$200000
- Other:
  - GPHR \$200000
  - GPA2J \$100000

Unfunded budget: \$350000

In-kind Contributions N/A

Agreed by (UNDP) Jens Wandel, Director, UNDP Bratislava Regional Centre

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## I. SITUATION ANALYSIS

The Europe and the Commonwealth of Independent States (ECIS) is largely a region of middle income countries with relatively high average levels of human development. Nevertheless, human development challenges are substantial, particularly in the region's low-income countries, but present in other countries as well. According to the World Bank data, some 129 million people (29% of the region's population) were classified as poor or vulnerable in 2008 - even before the onset of the global economic crisis.<sup>1</sup> In fact, the effects of the 2009 economic crisis were more acutely felt in the Eastern Europe and Central Asia region than in any other region in the world. In a short period of time, property values plummeted, the value of retirement accounts shrank, household savings evaporated, and general consumer and producer confidence disappeared. Deteriorating macroeconomic conditions led to deteriorating household welfare, as unemployment increased and as workers who kept their jobs took home smaller paychecks.<sup>2</sup> All these contributed to the increased vulnerabilities of the disadvantaged groups and marginalised communities in the region.

The ECIS countries are also diverse group, including both some dozen countries that have become members of the European Union (EU) and a number of others seeking EU membership or closer European integration, as well as many for which European integration is not a key development goal. Despite this divergence, most of the region is shaped by the shared legacy of 'Soviet communism' or 'Yugoslav socialism' followed by 20 years of "transition". Turkey and Cyprus do not share this legacy, but share some common traits with the rest of the region. In addition to Cyprus, in the Caucasus and the Western Balkans, as well as in Moldova and Tajikistan, development prospects are further complicated by challenges of post-conflict reconstruction, confidence building, or managing frozen conflicts. The region still challenged by deteriorated democratic governance environments. Inter alia, problems of the region include issues of, violation of civil and political rights, denial of economic, social and cultural rights, lack of access to justice and judicial process, rampant corruption, social exclusion, gender inequality, organized crime, ethnic tensions and violence, increased vulnerability to economic instability, environmental problems and frequently recurring natural disasters.

Although the above mentioned specific symptoms are unevenly distributed both qualitatively and quantitatively across the region, they all point to increased potentiality of crisis scenarios and signify fragility. These have been captured in diverse sets of regional and international analytics. There are several examples of comparative qualitative and quantitative analysis on various aspects of democratic reforms in the region, with a focus on 'Voice and Participation'<sup>3</sup>. However, there is not a single study that has elaborated on these issues. While countries in the region, to varying degrees depending on the type of state, have established the legal frameworks and institutions like National Human Rights Commissions or Ombudsman offices, the implementation and the creation of an empowering environment to promote full participation and enjoyment of human rights has not yet reached its potential.

The legacy of authoritarian values and attitudes are still entrenched in the societal psyche - on racial tolerance [or the intolerance as the case may be in some countries vis-a-vis minorities i.e., Roma, persons living with or affected by HIV etc.], promotion of cultural diversity, multiculturalism, promotion of independent and critical voice [media, Civil Society Organisations], collaborative decision making, and gender equity, among others. According to the 'Nations in Transit 2010', a comprehensive, comparative study of democratic development in 29 countries from Central Europe to Eurasia published by the Freedom House, 'the downward trends in national democratic governance, judicial framework and independence, electoral process and corruption remained a concern in 2009. Most worrying, however, is the increased number of rating declines for independent media: 10 countries regressed in media independence in 2009, half of those in new EU member states'.<sup>4</sup>

After their independence most countries in the ECIS region have signed and ratified the key international and regional human rights treaties expressing their commitment to adhere to international norms and

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<sup>1</sup> For more information please see: "The Regions Bifurcated Recovery" in <http://europeandcis.undp.org/seniorconomist/show/FB11FF1D-F203-1EE9-BCFECC81AE62E14B>

<sup>2</sup> The Jobs Crisis. Household and Government Responses to the Great Recession in Eastern Europe and Central Asia, The World Bank, Washington DC, 2011. The study can be accessed at [http://siteresources.worldbank.org/INTECA/Resources/257896-1293468285763/Overview\\_JC.pdf](http://siteresources.worldbank.org/INTECA/Resources/257896-1293468285763/Overview_JC.pdf)

<sup>3</sup> The Economist Perception index, The Freedom House Index, The Empowerment Rights Index, The Press Freedom Index.

<sup>4</sup> For details please visit <http://www.freedomhouse.eu/>

standards. Most of the countries in the region have already been reviewed by the Universal Periodic Review<sup>5</sup> and other international mechanisms of the UN Human Rights Council. They expressed firm commitment to implement many of those agreed recommendations. However, such national commitments often lacked systematic implementation and targeted follow-up both at the national and the sub-national/provincial levels. What made the situation even more challenging is the inability of the governance mechanism and national human rights and justice system to address many of these challenges, and, civil society organisations have not yet managed to raise the profile of social inclusion and legal empowerment agenda to strengthen the voice of the rights holders including women, persons with disabilities, persons living with HIV or affected by HIV, minorities and other disadvantaged and vulnerable groups and communities.

Against such challenging backdrop, the regional project - “**Promoting Human Rights and Access to Justice for Social Inclusion and Legal Empowerment (PHASE)**” will promote a demand driven human rights and justice agenda anchored on UNDP’s human development approach. As pointed out by **UNDP Administrator Helen Clark** in March 2010 “*UNDP’s relationships with national human rights institutions flow from our core mission of human development. Human development is about expanding the choices people have to lead lives which they value, the resources which would make those choices meaningful, and the security to ensure that those choices can be exercised in peace.*”<sup>6</sup> Not surprisingly, access to justice, rule of law and human rights are understood as fundamental components of human development as they are indispensable conditions for the realisation of a life free from fear and want. They are fundamental pillars for the protection, empowerment and dignity of all people and for ensuring equality of opportunity, a key driver towards the MDGs.

Through the years, UNDP has supported Ombudsman institutions by helping them build their capacities and share their good practices and experiences with each other.<sup>7</sup> The PHASE Project will enhance the specific operational and thematic capacities of human rights and justice institutions and organisations (i.e., NHRIs, CSOs) and UNDP Country Offices to pursue a robust regime of human rights and justice programming in support of country level engagements with national and international human rights and justice mechanisms. This involves, among others, the innovative use of legal services, legal and human rights capacity development and legal reforms by and for disadvantaged populations, often in combination with other development activities), to increase their freedom, improve governance, and human development. Achieving high levels of human development is not possible if large segments of the population stay excluded, with limited opportunities to fully participate in economic, social, political and cultural life. The project will strive to empower disadvantaged groups including women, minorities, people with disabilities, people living with HIV/AIDS etc. by promoting their special rights and expanding access to justice, and, most importantly choices. All these directly contribute to the UNDP RBEC Rolling Strategy (2011-13), the regional Civil Society Strategy 2011 and the RBEC Focus Programme 6 on Accountability, Human Rights, and Justice in particular. These might include such initiatives as supporting the role of civil society organisations in better representing excluded groups, establishing NHRIs-CSOs interface; and strengthening government capacity and commitment to the international human rights framework in order to make the human rights and justice agenda more central to development policy.

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<sup>5</sup> <http://www.ohchr.org/en/hrbodies/upr/pages/uprmain.aspx>

<sup>6</sup> Full text of UNDP Administrator’s speech can be found at: <http://content.undp.org/go/newsroom/2010/march/helen-clark-address-to-the-committee-for-the-protection-and-promotion-of-human-rights.en;jsessionid=axBWzt...?categoryID=593043&lang=en>

<sup>7</sup> Dignity and Justice for All of Us: Stories from National Human Rights Institutions in Europe and the Commonwealth of Independent States. The full text of the UNDP BRC report can be viewed at <http://hrbportal.org/wp-content/files/1238765513digandjustice.pdf>

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## II. STRATEGY

*“There is virtually no aspect of our work that does not have a human rights dimension. Whether we are talking about peace and security, development, humanitarian action, the struggle against terrorism, climate change, none of these challenges can be addressed in isolation from human rights.”*

**Ban Ki-moon, Secretary-General of the United Nations**

The **PHASE Project** will be set up as a Democratic Governance sub-practice platform and a cross-practice vehicle (i.e., Poverty Reduction, Gender, Environment and Energy, Capacity Development, Crisis Prevention and Recovery, HIV/AIDS etc.) spanning across targeted human rights and justice sectors, to provide high quality knowledge, technical capacity support, targeted programme and policy advisory services to UNDP country offices, government counterparts and other clients.

### 2.1 Lessons Learnt and Good Practices

Building on the successes achieved and critical lessons learned through project the **Strengthening Regional Capacity for Human Rights and Justice Project (2008-10)**, the new initiative will endeavour to broaden its focus following more balanced, inclusive multi-level approach to improving human rights, access to justice and legal empowerment.

The previous project which was ended in December 2010 already made significant contributions in building regional and sub-regional networks of National Human Rights Institutions (NHRIs). This helped establishing an institutional partner within the framework of National Human Rights Protection System. The regional project was succeeded in promoting broader human rights and justice awareness in the region. This includes, among others, introducing Human Rights based Approach (HRBA) to development programming (i.e., HRBA and Water Governance etc.), disability and UN Convention, state obligations to UN human rights treaty regime, understanding international human rights HR mechanism and processes, National Preventive Mechanism (NPM) and the role of the NHRIs. The project developed a number of targeted toolkits, and, contributed to the strengthening of institutional capacity development of a host of actors (NHRIs, Ombuds institutions, Bar Association etc.) in sync with international human rights standards and machinery.

The current internal and external environments and increasing demands require UNDP to strengthen its work in all of the above-mentioned areas, thus enhancing the value that the UN system, bilateral partners and beneficiaries derive from partnering with UNDP. The PHASE Project (2011-14) will build on the valued experiences gained thus far (2008-10), and capacities developed in the area of human rights and justice, and further promote East-East transfer of knowledge and good practices thus contributing to enhanced capacity, policy change and development impact. As such, increased capacities of UNDP to respond to the emerging demands are expected to have the following benefits for the organization, the RBEC in particular:

- *As the leader of the development efforts, direct response to ongoing/current international developments and challenges reflected in the Administrator’s MDG Breakthrough Strategy (2010), as well as the ongoing UN Reform initiatives such as UNDG Human Rights Mechanism and mainstreaming human rights in development programming in the ECIS region.*
- *By fully integrating human rights and justice into UNDP practices, policies, RBEC Focus programmes and processes, placing UNDP’s development assistance firmly within the human rights-based paradigm.*
- *To contribute to promotion, understanding and implementation of the international human rights and justice principles and mechanisms (i.e. Universal Periodic Review etc.) within the UNRC system in the ECIS region.*
- *Demonstrate the added value in sustaining development outcomes efforts to reduce poverty and reach the MDGs, by directing attention to the poorest, most vulnerable, excluded, discriminated and marginalized people including persons with disabilities, minorities etc.*
- *Given the cross cutting nature of the interventions, strengthen internal coordination and service delivery.*

- *Finally, and perhaps most importantly, enhance UNDP capacity in human rights, justice and legal empowerment to better respond to the demands at the country level, and as well as take the lead in the creation and effective management and sharing of knowledge and experience related to the policy.*

The predecessor project contributed to a number of above-mentioned areas. The PHSAE Project will further consolidate the base, and, explore new grounds as articulated in Project Components section (2.6).

## 2.2 Project Justification: Normative Principles and Approaches

The following normative elements constitute the background for project's justification:

**Human Rights Mainstreaming and Human Rights Based Approach (HRBA):** Encouraging respect for human rights is a fundamental purpose of the United Nations under its Charter. All agencies and organizations under the UN system, within their own unique mandate, are committed to the common values and purpose of the UN Charter and contribute directly and indirectly towards the realization of human rights. Mainstreaming of human rights within the UN system has thus been central to a series of UN reform initiatives since 1997. In the area of development, human rights mainstreaming has progressively gained momentum under the United Nations Development Group (UNDG) from general policy integration and coherence at global level (the UN Common Understanding on a Human Rights Based Approach (HRBA) and the integration into the CCA/UNDAF Guidelines) to strengthened UN capacity for actions at country level in support of national actions through joint programming and advocacy. The integration is gradually taking place in the ECIS region as well.

Political impetus for human rights mainstreaming was significantly strengthened by the 2005 World Summit, in which world leaders reaffirmed that human rights, development and peace and security are three interlinked pillars of the United Nations, and gave explicit support for the integration of human rights within the UN system as well as resolving to integrate human rights into their national policies<sup>8</sup>. The 2007 General Assembly resolution on Triennial Comprehensive Policy Review (TCPR) further provided the context for UN operational activities for development, by 'recognizing also that development, peace and security and human rights are interlinked and mutually reinforcing, and reaffirming that development is a central goal in itself and that it constitutes a key element of the overarching framework for the United Nations operational activities for development'<sup>9</sup>.

The UNDP Strategic Plan (2008-13) gave explicit support for mainstreaming and contributing to human rights and justice within its developmental mandates. Numerous resolutions of the Human Rights Council (and the former Commission on Human Rights) have called upon UN agencies to contribute to human rights and to integrate human rights into their programming and activities. UNDP BRC will closely collaborate with UNDP Country Offices in the region to promote HRBA and human rights mainstreaming agenda inherent in its regional support strategy.

**Millennium Declaration and Millennium Development Goals (MDGs):** The words of the UN Millennium Declaration 2000 could not be clearer: "We will spare no effort to promote democracy and strengthen the rule of law, as well as respect for all internationally recognized human rights and fundamental freedoms, including the right to development."<sup>10</sup> The outcome Document of the 2010 UN General Assembly Summit on the MDG's progress status<sup>11</sup> reaffirms the importance of freedom, peace and security, respect for all human rights, including the right to development, the rule of law, gender equality and an overall commitment to just and democratic societies for development. It recognizes that the respect for and promotion and protection of human rights is an integral part of effective work towards achieving the Millennium Development Goals. It calls upon all UN State members to take concerted, positive steps to ensure respect for all human rights and fundamental freedoms of indigenous people, on the basis of equality and non-discrimination and recognizing the value and diversity of their distinctive identities, cultures and social organization.

**Rule of Law and Access to Justice:** For the UN, the Secretary-General defines the rule of law as "a principle of governance in which all persons, institutions and entities, public and private, including the State itself, are accountable to laws that are publicly promulgated, equally enforced and independently

<sup>8</sup> A/RES/60/1, para. 1

<sup>9</sup> A/RES/62/208, preamble

<sup>10</sup> <http://www.un.org/millennium/declaration/ares552e.htm>

<sup>11</sup> <http://www.un.org/en/mdg/summit2010/pdf/mdg%20outcome%20document.pdf>

adjudicated, and which are consistent with international human rights norms and standards. It requires, as well, measures to ensure adherence to the principles of supremacy of law, equality before the law, accountability to the law, fairness in the application of the law, separation of powers, participation in decision-making, legal certainty, avoidance of arbitrariness and procedural and legal transparency." In the Guidance Note of the Secretary General on Rule of Law assistance (2008), justice is defined as 'an ideal of accountability and fairness in the protection and vindication of rights and the prevention and punishment of wrongs. Its administration involves both formal judicial and informal/customary/traditional mechanisms. Within this paradigm, a range of terms are used to describe various approaches and activities that strengthen the rule of law, such as security sector reform, administration of justice, protection, combating impunity'.<sup>12</sup> Access to justice is a vital part of the UNDP mandate to reduce poverty and strengthen democratic governance. Within the broad context of justice reform, UNDP's specific niche lies in supporting justice and related systems so that they work for those who are poor and disadvantaged. Moreover, this is consistent with UNDP's strong commitment to the Millennium Declaration and the fulfilment of the Millennium Development Goals. Empowering the poor and disadvantaged to seek remedies for injustice, strengthening linkages between formal and informal structures, and countering biases inherent in both systems can provide access to justice for those who would otherwise be excluded. The PHASE Project with its dedicated component on human rights, rule of law and access to justice will directly contribute to the specific niche identified.

**UNDP Contribution to the UNRC System:** The Universal Periodic Review (UPR) is a unique process which involves a review of the human rights records of all 192 UN Member States once every four years. The UPR is a State-driven process, under the auspices of the Human Rights Council, which provides the opportunity for each State to declare what actions they have taken to improve the human rights situations in their countries and to fulfil their human rights obligations including issues of justice and rule of law. As one of the main features of the Council, the UPR is designed to ensure equal treatment for every country when their human rights situations are assessed. The UPR is a cooperative process which, by 2011, will have reviewed the human rights records of every country. Currently, no other universal mechanism of this kind exists. Agreed recommendations are owned by governments for follow-up and implementation at the national level. The follow-up of UPR recommendations is the most critical and important phase of the whole UPR process as it is the one leading to the concrete realization of the UPR goal that is the "improvement of the human rights situation on the ground". Some States have already started the follow-up process to implement the recommendations made to them during their review. Specific actions include accession to international human rights treaties, change of domestic legislation to make it pro-human rights oriented invitations for Special Rapporteurs to visit the countries, better reporting to Treaty Bodies, establishment of national human rights institutions (NHRIs), and others.<sup>13</sup> All these, provide a strategic opportunity for UNDP to support the office of the UNRC at the country level.

### *2.3 Operational Principles and Strategies*

The following operational principles and strategies constitute the background for project's justification:

**Innovation and National Ownership:** The project places people, particularly the disadvantaged groups and marginalised communities at the centre of its agenda. This is in contrast to a more common top-down and institutional approach, which tends to be more concerned with investment climates and macro-economic growth than the condition of the poor and disadvantaged. The PHASE project approach is characterised by innovation and ingenuity (i.e., Human Rights Based Approach, Legal Empowerment Approach anchored in broader social inclusion agenda, NHRIs-CSOs partnership, network of CSOs for human rights and justice, legal services including innovative Legal Aid schemes and, indigenous ADR models, etc.) seeking to offer creative yet practical solutions to some of the most serious governance, human rights, justice and legal empowerment challenges partner countries in the region face today. Therefore, the project has strong potential to expand the scope and sharpen the focus based on the demands of the clients (bottom-up process) and possibilities for resource mobilization and scaling-up. Through partnerships with pioneers in their respective fields the project will make use of new methods (i.e., Human Rights Based Approach-HRBA, Political Economy Analysis, Capacity Assessment, Governance Assessment etc.), and ideas that have proven to be particularly effective. By emphasising CSO

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<sup>12</sup> The full text of the Guidance Note is available at <http://www.unrol.org/files/RoL%20Guidance%20Note%20UN%20Approach%20FINAL.pdf>

<sup>13</sup> For further details on UPR, please view BRC Brownbag presentation on UPR process and Follow-up in Teamworks at <https://undp.unteamworks.org/node/76348>

engagement, the project has broadened the definition of ‘national ownership’, and, aims at strengthening inclusive process in shaping the regional and sub-regional human rights and justice agenda.

**Gender Equality and Mainstreaming Strategies:** The project will aim to achieve gender equality in all its programming interventions, both in terms of the number of men and women participating and benefitting from project activities as well as policy advice and project content. As aptly pointed out by UNDP RBEC Regional Director *“We want a society where both men and women have a role and voice, and where neither men nor women need to feel excluded or marginalized.”*<sup>14</sup> The project will facilitate cooperation with other UNDP projects working in similar areas and applying mainstreaming methodologies, such as gender, social inclusion and vulnerable groups and marginalised communities. The project will strive to prepare concrete linkages to facilitate streamlining, strengthen gender mechanism as part of its support to National Human Rights Protection System, and avoid duplication with other initiatives. This could be illustrated by the past work undertaken by the sub-practice in highlighting the linkages between protection of minorities and gender equality, the human rights based approach to programming, and gender mainstreaming in the context of local governance and the preparation of the toolkit on the same topic. Similar cooperation has been established with other BRC sub-practices targeting vulnerable groups such as persons with disabilities and minorities.

**Advocacy and Engagement:** Engaging disadvantaged and marginalised groups and communities (rights holders) to enable them to better articulate their demands is a challenge for any development initiative. Building on corporate strategies, targeted advocacy and communication strategy will be considered as an integral part for each component to strengthen the Project’s outreach capacity, and, to develop robust advocacy contents. Based on successful examples from other organisations - If and when appropriate - the PHASE project will explore uses of social media for engagement and advocacy purposes.

**Capacity Development:** UNDP has developed a generic Capacity Development approach giving the core elements that in each situation need to be adapted to the local circumstances. Standardized solutions do not exist and there are no shortcuts to solidly understanding the local situation and craft an appropriate response to the capacity development needs. Therefore, component specific capacity assessments in will gauge the extent of any capacity gaps in a specific country, among both duty bearers and rights holders, and based on this, a capacity development strategy will be developed and implemented for all components of the project. Thematic assessments including HRBA, supported by the project will develop capacity response strategies which will be a basis for legal and/or justice reform at the national level. By enhancing the capacity of National Human Rights Protection System at the national level, the institutions and organisations will be better equipped to carry out its mandate. The PHASE project will support the further development of internal capacity in the area of the human rights based approach to ensure that UNDP programmes and projects are furthering the promotion and protection of human rights in all sectors.

**Knowledge Management and Leadership:** Precisely because of its focus on innovative approaches, knowledge management and Leadership will be an integral component of all the activities of the PHASE project. The project will enhance networking and building of trust relationships among key partners, thereby creating an environment that is conducive to the capturing of tacit and explicit knowledge i.e., the documentation of lessons learnt (good and bad practices), methodologies, policy guidance and programming toolkits etc and their appropriate transmission and use as part of ‘blended learning’ (a combination of face-to-face and online activities). The UNDP human rights, justice and legal empowerment CoPs, the CIS NHRIs/Ombuds network, the planned network of CSOs for human rights will be some of the major clients and requesters of policy support, regional programming, CoP facilitation, and blended learning. The project will substantively explore innovative approaches that help deliver just-on-time knowledge to CoP members, including to social media as a way to facilitate collaboration and highlight expertise; HRBA knowledge management with linkages to existing corporate Knowledge Networks and Knowledge Management System (Teamworks) at regional level, and, will collaborate with global practice architecture. It will promote development of demand-driven regional knowledge management products and services in compliance with UNDP Knowledge Management approach and processes.

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<sup>14</sup> RBEC Regional Director’s Message to Country Offices in the ECIS region on International Women’s Day, 08 March 2011.

## 2.4 Making a Business Case for Human Rights and Justice

**Regional Human Rights and Justice Portfolio:** UNDP's capacity in the ECIS region to promote good governance is demonstrated through our portfolio of nearly 300 initiatives in 31 countries with an annual turnover of over US\$ 91 million, out of which, more than 83 projects are addressing human rights, justice and legal empowerment issues and challenges. The overall rights and justice portfolio budget position in 2010 amounted to USD 15 million (61 projects)<sup>15</sup>. The legal empowerment agenda is gaining steady ground in the region. A total of 22 Projects with an annual budget of USD 8 million (2010) is addressing different aspects of legal empowerment. The UNDP knowledge networks including the dedicated Human Rights Policy Network (HuriTalk) and the Democratic Governance Practice Network (DGP-Net) also testified to this growing trend and demands for human rights and justice programming at the country level (increased queries from UNDP Country Offices).

**Early Prediction of Demands:** The 'Strategic Notes' developed in early 2011 by UNDP COs in the region identified some of the major trends in the form of upcoming demands: i) support to NHRIs (Croatia, Kosovo, Turkey, Turkmenistan etc), ii) access to justice (Bosnia and Herzegovina, Montenegro, Kyrgyzstan etc), iii) UN human rights machinery (Moldova, Kazakhstan, Turkmenistan etc), iv) Protection of Minority rights, participation of CSOs, and Rights of the Persons with Disabilities (Albania, Uzbekistan, Armenia, Ukraine etc.). These confirmed the priorities identified for the PHASE Project through consultation and validation exercise at the country level. The PHASE Project will link its strategic priorities with emerging demands from UNDP country Offices in the region.

**Inclusive Consultative Process:** The draft project concept note was benefited from excellent inputs, support, contributions from CO thematic Focal Points, senior management (i.e., UN Resident Coordinators and UNDP Resident Representatives, UNDP Country Directors, UNDP Deputy Resident Representatives, Assistant Resident Representatives - Programmes/Governance, Project based experts and technical advisers etc.), national institutions and government counterparts and senior leadership (i.e., judges, Minister(s) of Justice, Human Rights Defenders, Ombudsman, senior representatives of credible international non-government organisation etc.). The project concept note was presented in the four regional CoP meetings and experts' roundtables held in **Moscow, Podgorica, Yerevan, and Cricvenica/Croatia** during September-October 2010 and, received inputs and support from about 23 country offices representing all sub-regions. The priorities of the draft project document was shared and fully endorsed by the members of the UNDP regional human rights and justice community of practice. An advanced version of project ideas and priorities were shared with the senior management of UNDP Country offices from the region during February 2011 which received encouraging responses and endorsements from most of the offices. Many of the ideas from the country offices' responses have already been incorporated into the project document.

## 2.5 Partnership for Knowledge and Resources

During the project duration (2011-14), Partnership with relevant multi-lateral and bi-lateral organisations and CSOs in human rights, human rights based approach, rule of law and access to justice will be strengthened, and joint pilot initiatives will be carried out. Against each output, the PHASE Project will forge strategic partnership with relevant UN agencies, bilateral donor agencies, specialised INGOs and think tanks, and Civil Society Organisations (also identified in Section 2.6). The project's primary implementing partner will be UNDP Country Offices from the Region. The project will closely liaison with UNDP's Global Human Rights Strengthening Programme, Global Thematic Programme for Accelerating Access to Justice for Human development (BDP/DGG), and the Rule of Law Global Programme (BCPR). The project may involve other partners that bring specific expertise in human rights, justice, and legal empowerment. For example, Office of the High Commissioner for Human rights (OHCHR) brings technical expertise and normative UN mandate for human rights monitoring and protection. Similarly, UN Office for Drug and Crimes (UNODC) contributes to Legal Aid, Accountability and criminal justice sector reform agenda. Integral to the partnership strategy will be the principle of seeking to promote East-East cooperation and local solutions and innovation. The successful delivery of the project will to a large extent depend on the degree to which the project is able to establish partnerships within the

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<sup>15</sup> <http://home.undp.org/monitor/index.cfm?bundle=4254> The human rights and justice portfolio budget (without legal empowerment initiatives) would be higher if all the thematic and cross-practice projects and initiatives are considered where human rights are mainstreamed or issues of access to justice (i.e., judicial integrity, Legal Aid, ADR etc.) are addressed.



communities that it aspires to serve. While international experience and good practices will always be valuable sources of inspiration, and helpful in seeking to replicate success and avoid error, the actual solutions, if they are to be effective, will have to be home-grown. This will require the programme to actively seek strong partnerships with key national human rights and justice actors in the countries in which it is implemented. Here again, the knowledge management component can help by facilitating the process of engaging and collaborating with external partners (i.e., by highlighting their contributions through UNDP's website, by engaging with them through social media, by providing them access to collaboration platforms, etc).

Although the PHASE project will be housed in the Democratic Governance practice, it will draw on thematic support and experiences from all BRC practices in the true spirit of partnership. As the "architect," UNDP BRC will ensure that technical areas of expertise can build on the foundation of human rights, rule of law, access to justice, and, legal empowerment initiatives and projects so that the expertise and experience gets institutionalized throughout the thematic structure by integrating UNDP's Capacity Development Approach into the organizational structure.

## *2.6 Project Components and Outputs*

The Project will build on three components with corresponding outputs. The broadly defined components will provide additional flexibility to accommodate actual demands of the programme countries in the ECIS region articulated through UNDP country offices, CSO partners including media organisations, and regional advisory group, and facilitated networks. In its first phase (15 months), the PHASE project will involve 5/6 countries from all sub-regions where the predecessor regional project has already established functional partnership. However, existing or emerging UNDP country programming in the thematic areas and, level of country engagements with international human rights and justice mechanisms (i.e., UPR process and follow-up) will also be factored in the selection process. In its second phase (months 16-45) the project coverage will expand to other ECIS countries based on demands and demonstrable commitment to link human rights and justice into overall development agenda. Some countries with human rights, justice, and legal empowerment projects may want to participate in pilot activities (at own cost) without participating directly in the PHASE Project components.

### *Component A: Strengthening National Human Rights Protection System (NHRPS)*

A NHRPS is the sum of a nation's laws, policies and institutions that promote and protect human rights. It is the overall human rights infrastructure (National Institutions, judicial organs, executives, parliament, CSOs, media etc.). Every country has a distinct NHRPS embedded in a broader cultural, political and historic context. Yet certain universal elements can be defined in all NHRPS. UNDP BRC will strengthen its ongoing support to NHRPS in close partnership with NHRIs, national agencies, and CSOs.

**Output 1: Selected institutions and organizations of the National Human Rights Protection Systems in Europe and CIS are better able to use their mandate and available resources for the development of long-term strategies to promote and protect human rights at the national level.**

**1.1 Support to the NHRIs:** Over past years, BRC built robust partnership with the NHRIs in the region. The engagement led to enhanced general capacities and broad understanding of human rights promotion and protection process at the national level. In response to CO demands, the PHASE Project, will go beyond minimum, and, deepen thematic capacities and operational effectiveness. This includes, among others, compliance with the Paris Principles, accreditation of the NHRIs (wherever relevant and possible), thematic capacities (i.e., protection of minorities and vulnerable groups [i.e., Roma, people living with or affected by HIV etc.], gender equality, integration of disability issues and challenges etc.), independence and effectiveness of national human rights institutions, communication advocacy, strategic planning etc.

**1.2 Partnering with National Mechanisms and Civil Society Organisations:** UNDP BRC will support emerging national mechanisms i.e., National Preventive Mechanism (NPM), Gender Equality Mechanism, Parliamentary Committees/Working Group(s) for Human Rights and Justice etc. to widen NHRPS coverage. Past regional roundtables, CoP meetings recommended greater collaboration with the CSOs in the framework of National Human Rights Protection system. The ECIS region has shared experiences of 'good' and 'not so good' practices in the CSOs engagement the NHRIs. The PHASE Project will broaden the scope of the existing minimalist partnership, and, gather evidence on how the CSOs are advancing the national human rights agenda often in difficult circumstances. It will sponsor a regional study to document good

practices which will lead to formation of a regional network for enhanced knowledge and experience sharing. All these will strengthen CSOs participation in the regional policy and programming discourse.

**Partners:** UNDP COs, NHRIs, International Coordination Committee (ICC) of NHRIs, CSOs including media organisations, OHCHR, BDP/DGG Global Programme on Human Rights, Civil Society Division at Bureau for Partnership/UNDP HQ, UN Women, Minority Rights Group (MRG), Association for the Prevention of Torture (APT), ECUO - East Europe & Central Asia Union of PLWH.

### *Component B: Accelerating National Engagements with International Human Rights and Justice Principles and Mechanisms*

National engagements with existing international human rights and justice principles (i.e., HRBA, Basic Principles on the Independence of the Judiciary, Basic Principles on the Role of Lawyers etc.) and mechanisms (i.e., Human Rights Council and Universal Periodic Review etc.) can play a catalytic role in promoting human rights and justice agenda in national development processes. It is, therefore, important to ensure that UN practitioners and UN country teams (UNCTs) understand the role they can play in supporting Treaty Bodies<sup>16</sup> and Special Procedures<sup>17</sup> and vice versa, understanding the relevance of these mechanisms to their own work, and knowing how to use these mechanisms to further human rights and development goals at the national level.

**Output 2:** Increased capacity of UNDP's Country Offices to support National Engagements with International Human Rights and Justice Principles and Mechanisms;

**2.1 Support to Universal Periodic Review:** The Universal Periodic Review (UPR) is a unique process which involves a review of the human rights records of all 192 UN Member States once every four years. The UPR is a State-driven process, under the auspices of the Human Rights Council, which provides the opportunity for each State to declare what actions they have taken to improve the human rights situations in their countries and to fulfil their human rights obligations.<sup>18</sup> Increasingly ECIS UNDP country offices (i.e., Armenia, Belarus, Ukraine, Uzbekistan, Moldova, Turkey etc. to name a few) are being asked by their respective government counterparts to help supporting the UPR process and/or implementing the recommendations the governments agreed to implement at the national and sub-national levels. The Project will assess the preparedness and develop targeted intervention to support the implementation process at the country level.

**2.2 Support to Special Procedures, Specific Mandates, and Programming Principles (HRBA):** The PHASE Project will support national agencies and institutions in building their capacities to engage and support international human rights thematic and country specific mandates and special procedures. Engagement with relevant CSOs focussing on persons with disabilities, minorities, persons living with or affected by HIV, women, as outlined in output 1.2, will be promoted, wherever possible. Based on actual demands, the PHASE project will continue promoting application of a Human Rights Based Approach (HRBA) in development programming, and, capacity assessment of the NHRIs.

**Partners:** UNDP COs, OHCHR, BDP/DGG Global Programme on Human Rights, UN Women, UN Staff College, Minority Rights Group, Association for the Prevention of Torture (APT), EU Agency for Fundamental Rights (FRA).

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<sup>16</sup> Treaty bodies refer to mechanisms of the Human Rights Council, which are mandated to investigate particular country situations or thematic human rights issues.

<sup>17</sup> Special Procedures can be either individuals (called "Special Rapporteurs", "Special Representatives" or "Independent Experts") or a working group composed of five members who are leading experts in a particular area of human rights. Special Procedures mandate holders are independent; they do not represent any particular country or region and are not UN staff members.

<sup>18</sup> For further details, please visit <http://www.ohchr.org/EN/HRBodies/UPR/Pages/UPRmain.aspx>

### *Component C: Promoting Rule of Law and Access to Justice*

Rule of law promotion is more than the provision of technical legal expertise. Rule of law assistance is most effective if it draws on a wide-range of expertise and perspectives, inter alia, in the political, legal, human rights, development and social science fields within and outside the UN system. A comprehensive approach that supports all aspects of effective and efficient justice systems, and their management and oversight is likewise necessary. The PHASE Project is designed to support countries in the ECIS region wishing to develop strategies for making legal and justice services more available and accessible to poor, marginalised and otherwise vulnerable segments of society. In practical terms, UNDP will assist developing the capacity of relevant national stakeholders to improve the state of justice delivery mechanisms including legal aid, ADR, legal services and to promote broader judicial and legal reform and judicial integrity agenda where necessary. The legal empowerment agenda will be a part of such integrated approach.

**Output 3:** Increased capacity of UNDP's Country Offices in supporting national partners for improving Rule of Law and Justice Services

**3.1 Widening Access to Justice:** The Project intends to support formal and informal justice systems enabling poor and marginalized people (i.e., minorities, persons with disabilities, including people living with or affected by HIV) to seek and obtain remedies responding to their grievances based on their rights. This involves, among others, the innovative use of legal services, legal aid, alternative dispute resolution, legal and human rights capacity development of justice and related institutions, and legal reforms.

**3.2 Promoting Legal and Judicial Reforms:** The Project will support our existing and new engagements with legal and judicial institutions and other relevant bodies to promote legal and judicial reforms in accordance with international human rights and justice standards. This include, among others, sharing knowledge on modern developments - experience and lessons learned around judicial reforms, judicial integrity, independence, quality of justice etc. This is directly linked to EU Accession Agenda and UN/International Standards in the areas of rule of law, and judicial reforms. Within the broad context of justice reform, UNDP's specific niche lies in supporting justice and related systems so that they work for those who are poor and disadvantaged.

**Partners:** The UN Office on Drugs and Crime (UNODC), German Institute for International Cooperation (GIZ), Open Society Foundation (OSF Justice Initiative), Public Interest Law Initiative (PILI), BDP/DGG Global Programme on Access to Justice, Regional HIV/AIDS Programme, Oslo Governance Center (OGC), Bar Associations, Legal Aid Offices, and ADR centres from the ECIS region.

### III. RESULTS AND RESOURCES FRAMEWORK

**Intended Outcome as stated in the Regional Programme Results and Resource Framework:**

OUTCOME 6: By 2013, capacities of selected institutions in ECIS are strengthened to contribute to peaceful and tolerant societies.

Additional Reference: UNDP RBEC Rolling Strategy (2011-13), Focus Programme 6: Public Accountability, Human Rights, and Justice

**Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:**

Indicator: Extent (legislation and fulfillment of mandate) to which NHRIs in target countries are complying with the Paris Principles

Baseline: 7 NHRIs in the region have A status

Target: At least 6 more institutions are equipped to better fulfill this mandate.

**Applicable Key Result Area (from 2008-13 UNDP Strategic Plan):** • Support national partners to implement democratic governance practices grounded in human rights, gender equality, and anti-corruption. • Effective, responsive, accessible and fair justice systems promoting the rule of law, including both formal and informal processes, with due consideration to the rights of the poor, women and vulnerable group.

**Partnership Strategy:** The PHASE Project subscribes to the efforts for UN coherence, coordination, and, aid effectiveness in order to ensure optimal use of comparative advantages of different UNDP global programmes, and external agencies in the field of human rights, justice, rule of law, and legal empowerment. Against each output, it will forge strategic partnership with relevant UN agencies, bilateral donor agencies, specialised INGOs and think tanks, and Civil Society Organisations (identified in Sections 2.5 and 2.6). The Project will also promote intra-practice and cross-practice collaboration across thematic scope. To achieve these objectives, the PHASE Project will strengthen BRC/RBEC partnership with UNDP Global Programmes on Human Rights, Access to Justice, UNDP corporate initiative on Legal Empowerment, UNDG Human Rights Mechanism (HRM/UNDG), BDP, UNDP Oslo Governance Centre, BCPR, UNDP COs in the ECIS region, Capacity Development Practice, Poverty Reduction, Gender, and HIV/AIDS Practices (including Human Development, and Civil Society Teams) of the BRC, the Office of the High Commissioner for Human Rights (OHCHR), International Coordination Committee (ICC) of NHRIs, the UN Office on Drugs and Crime (UNODC), UN Staff College, Civil Society Division at Bureau for Partnership/UNDP HQ, European Union Agency for Fundamental Rights (FRA), Open Society Foundation (Justice Initiative), German Institute for International Cooperation (GIZ), the Raoul Wallenberg Institute, Public Interest Law Institute (PILI), Association for the Prevention of Torture (APT), Minority Rights Group International (MRG), The Danish Centre for Human Rights, The Ludvig Boltzmann Institute of Human Rights, ECUO - East Europe & Central Asia Union of PLWH etc.

**Project title and ID (ATLAS Award ID):**

INTENDED OUTPUTS	OUTPUT TARGETS FOR (2011-14)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1</b> Output 1: Selected institutions and organizations of the National Human Rights Protection Systems in Europe and CIS are better able to use their mandate and available resources for the development of long-term strategies to promote and protect human rights at the</p>	<p><b>Targets (2011)</b> 1.1. Working Paper on the compliance of the NHRIs with the Paris Principles is drafted. 1.2 Consultation is held with NHRIs on the Paris Principle compliance and</p>	<p><b>1. Initiation of the Paris Principles compliance dialogue among the NHRIs</b> 1.1 Informal review of the compliance of the NHRIs with the Paris Principles 1.2 Introductory consultation/round table of the NHRIs to discuss compliance of Paris Principles</p>	<p><i>UNDP BRC, UNDP COs, OHCHR, ICC, CSOs.</i></p>	<p>International experts: 30,000 USD; National experts: 20,000 USD; <i>Advocacy &amp; Publication: 15,000</i> Travel and DSA: 25,000 USD; TOTAL Activity 1: 75,000 USD</p>

<p>national level.</p> <p><b>Baseline:</b> 9 NHRIs from CIS have received basic training on human rights mechanisms and strategic planning. Initial discussion on the role of NHRIs in gender equality agenda and minority rights protection is held. Basic ratification guidelines on the Convention of the Rights of the Persons with Disabilities is developed.</p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>1. Initiation of the preparations for the accreditation process of NHRIs with the International Coordinating Committee (ICC) in accordance with the Paris Principles.</li> <li>2. Number of thematic training linked to the NHRIs' mandate, scope of work, NHRIs-CSOs collaboration to enhance operational effectiveness and independence.</li> <li>3. Number of senior and middle staff of NHRIs having skills on strategic planning in general and gender equality, protection of minority and Persons with Disabilities in particular.</li> <li>4. NHRIs' joint position paper on the persons with disabilities and/or protection of minorities.</li> <li>5. Number of cross-practice/intra-practice initiative to promote and protect human rights.</li> <li>6. Number of initiatives from 2011-</li> </ol>	<p>accreditation process</p> <ol style="list-style-type: none"> <li>1.3 Training on strategic planning for NHRIs from Balkans is organized</li> <li>1.4 Consultation with NHRIs and CSOs on the concept of PWD and preliminary agreement on PWD paper (back to back with 1.2)</li> </ol> <p><b>Targets (2012)</b></p> <ol style="list-style-type: none"> <li>1.5 Based on explicit interest, one NHRIs preferably from Central Asia is selected for the long-term process of accreditation with ICC and consultation at the national level has started.</li> <li>1.6 Common understanding and conceptualization of the NHRIs' engagement in gender equality, minority rights and anti-corruption initiatives among NHRIs.</li> <li>1.7 An agreement of NHRIs with outline of the joint position paper on the PWD. First national components of the paper are drafted.</li> <li>1.8 Advanced draft of the joint report/statement of NHRIs on PWD is available.</li> </ol> <p><b>Target (2013)</b></p> <ol style="list-style-type: none"> <li>1.9 One policy advocacy event on PWD/or protection of minorities per each participating country is organized.</li> <li>1.10 At least 30 senior and</li> </ol>	<p>(including accreditation process)</p> <ol style="list-style-type: none"> <li>1.3 Joint work with selected NHRIs to beef-up the process and internal preparations for Paris Principles</li> <li>2 NHRIs Capacity Development in Strategic Planning, Communication &amp; Advocacy and Thematic/Cross-practice/Capacity Development interventions in partnership with CSOs</li> <li>2.1 Training of the NHRIs from Balkans on strategic planning and communications strategies</li> <li>2.2 Development of the capacities to be engaged pro-actively in gender equality, protection of minorities (minority rights) and public accountability &amp; human rights policy making/programming support</li> <li>3. <b>Joint work of the NHRIs on the Rights of the Persons with Disabilities</b></li> <li>3.1 Conceptualization and agreeing on the joint paper "Human Rights, Social Protection and Inclusion of the Persons with Disabilities"</li> <li>3.2 Organization of the work of NHRIs on the joint paper: necessary capacity development support, expert advice, networking and knowledge sharing</li> <li>3.3 Consolidation of the national components and drafting joint document</li> <li>3.4 Communication, Advocacy and Public Awareness campaigns on PWD issue.</li> <li>3.5 Establishment of the functional</li> </ol>	<p><i>UNDP BRC, UNDP COs, MRG, APT, NHRIs &amp; AC agencies, CSOs etc.</i></p> <p><i>UNDP BRC, UNDP CO, NHRIs, OHCHR, UN Mandate holder, PWD organizations</i></p>	<p><i>International Experts: 30,000 USD; National Experts: 20,000; Travel &amp; DSA: 30,000; Advocacy &amp; Publication: 30,000 Total Activity 2: 110,000 USD</i></p> <p><i>International experts: 15,000; National experts: 30,000 Travel &amp; DSA: 30,000; Advocacy &amp; Publication: 25,000 Total Activity 3: 105,000</i></p>
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<p>2013 scaled up in 2014.</p>	<p>middle level staff of NHRIs from the CIS is trained to develop long-term plans to ensure gender equality, to protect minority rights and undertake human rights and accountability initiatives.</p> <p><b>Target (2013)</b></p> <p>1.9 Collection and transmission of empirical evidence (lessons learned/good practices) on NHRIs-CSOs collaborations</p> <p>1.10 Targeted programming and policy support in the areas of NHRIs' engagement in gender equality, minority rights, and accountability initiatives among NHRIs.</p> <p><b>Target (2014)</b></p> <p>1.11 Joint initiative of the NHRIs and the CSOs on protection and promotion of PWD's rights/minorities</p> <p>1.12 Scaling up on already developed initiatives based on country priorities and demands.</p>	<p>networking/partnership between the NHRIs and the CSOs at least in one country to protect and promote rights of the PWDs.</p>		
<p><b>Output 2</b> Increased capacity of UNDP's Country Offices to support national engagements with International</p>	<p><b>Targets (2011)</b> 2.1. Assessment of the Implementation mechanism of the UPR Recommendations</p>	<p><b>1. Integration of International HR Mechanisms (Universal Periodic Review - UPR) recommendations in the National Human Rights Protection</b></p>	<p><i>UNDP BRC, BDP/DGG, UNDP COs, OHCHR, NHRIs.</i></p>	<p>International experts: 20,000 USD; National experts: 20,000 USD Travel &amp; DSA: 25,000</p>

<p>Human Rights and Justice Principles and Mechanisms.</p> <p><b>Baseline:</b></p> <p>In a situation with increasing UN-wide demands, UNDP staff members and senior managers at the COs have either limited or no experience in programming for international human rights mechanism including Universal Periodic Review - UPR, limited access to UPR technical advisory services. Country Offices regularly have difficulties in formulating and implementing related initiatives, and have few practical (and integrated) tools to enhance programming processes.</p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>1. Increased capacity of UNDP's programme officers and managers to support national engagements with International <i>Human Rights and Justice Principles and Mechanisms</i>.</li> <li>2. Number of recommendations from the UPR/other HR mechanisms is supported by regular and/or special advocacy/programming at the country level.</li> <li>3. Number of civil society representatives involved in the preparations and training on UPR etc.</li> <li>4. Number of demand driven capacity development initiatives/country support to address capacity gaps on HR</li> </ol>	<p>including development of methodologies is carried out</p> <ol style="list-style-type: none"> <li>2.2 At least 25 staff from COs and relevant national counterparts (senior government officials) are equipped with the latest information and skills on the UPR and its follow up.</li> </ol> <p><b>Targets (2012)</b></p> <ol style="list-style-type: none"> <li>2.3 30 UNDP practitioners and selected national counterpart officials are trained on international human rights and justice mechanisms (UPR, special procedures etc.)</li> <li>2.4 At least 5 CSOs are involved in the consultations as a part of preparations for the training on UPR, Special procedures etc.</li> <li>2.5. At least two demand driven capacity development initiatives/country support to address capacity gaps on HR mechanisms (i.e., UPR follow up process etc.) undertaken</li> </ol> <p><b>Targets (2013)</b></p> <ol style="list-style-type: none"> <li>2.6 Review of HRBA application in development programming in one of the sub-regions.</li> <li>2.7. At least two demand driven capacity development initiatives/country support to address capacity gaps on HR mechanisms undertaken.</li> </ol>	<p><b>System</b></p> <ol style="list-style-type: none"> <li>1.1 Initiation of a dialogue with selected UNRC's Office/UNDP COs and national partners on the UPR follow-up</li> <li>1.2 Development of methodology for UPR Follow-up</li> <li>1.3 Mapping of demands, actual needs and capacity gaps</li> <li>1.4 Consultation with and involvement of the NGO representatives in the training on UPR and special procedures.</li> <li>1.5 Regional Roundtable on UPR &amp; preparation for an Agenda for Action</li> <li>1.6 Conduct Training Workshop: Lessons Learned and Good Practices</li> </ol> <ol style="list-style-type: none"> <li>1. Conduct a Review of status of Implementation of recommendations</li> <li>2. Demand Driven Capacity Development Initiatives to support Special Procedures/Specific Mandates and Programming Principles</li> </ol> <ol style="list-style-type: none"> <li>2.1 Conduct Capacity Assessment and HRBA Mission</li> <li>2.2 Conduct Sectoral/Thematic Study on the status of implementation of recommendations from HR mechanism including lessons learned and good practices.</li> <li>2.3 Review of HRBA application in Development programming;</li> <li>2.4 Conduct a Regional Dialogue: Impact of HRBA in development programming;</li> </ol>	<p><i>UNDP BRC, BDP/DGG, UNDP COs, UNDG, OHCHR, NHRIs, UN Staff College</i></p>	<p>USD; Advocacy, &amp; Communication: 30,000 USD; TOTAL Activity 1: 95,000 USD</p> <p>International experts: 20,000 USD; National experts: 20,000 USD Meeting, Training &amp; Workshop: 20,000 Travel &amp; DSA: 25,000 USD; TOTAL Activity 2: 85,000 USD</p>
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<p>mechanisms</p> <p>5. Number of initiatives from 2011-2013 scaled up in 2014.</p>	<p><b>Targets (2014)</b></p> <p>2.8. Impact assessment of the implementation of selected recommendations from international mechanisms.</p> <p>2.9 Facilitate a regional policy discourse on impact of HRBA</p> <p>2.10 Scaling up on already developed initiatives based on country priorities and demands.</p>			
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<p><b>Output 3</b> Increased capacity of UNDP's Country Offices in supporting national partners for improving rule of law and justice services.</p> <p><b>Baseline:</b> UNDP Focal Points and national counterpart officials developed basic awareness of Rule of Law and Access to Justice issues and programming. Bar associations from Central Asia and Caucasus have expressed their interest to form a network/CoP for mutual support and sharing practices. No pool of experts/institutions having strong records in Access to Justice (A2J) and Legal Empowerment is available.</p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>1. Number of Access to Justice mechanism (i.e., legal aid system, ADR etc.) assessed, and good and bad practices documented and disseminated.</li> <li>2. Number of Access to Justice, Rule of Law, &amp; Legal Empowerment CoP/network members trained.</li> <li>3. Finalisation of CoP Follow-up Agenda and Capacity assessment Plan</li> <li>4. Strategy paper of the network of Bar associations/CSOs/think tanks is developed by network members.</li> <li>5. Number of initiatives from 2011-2013 scaled up in 2014.</li> </ol>	<p><b>Targets (2011)</b></p> <ol style="list-style-type: none"> <li>3.1 Assessment of Quality of Legal Aid System in the ECIS region</li> <li>3.2 Members of the A2J and Legal Empowerment (LE) CoP are equipped with the latest practices on development and implementation of LE and A2J initiatives at the national level.</li> <li>3.3 Capacity Assessment plan in line with CoP follow-up agenda drafted.</li> </ol> <p><b>Targets (2012)</b></p> <ol style="list-style-type: none"> <li>3.3 All countries are presented in the Thematic Pool of Regional Experts (Rapid Response Group) on HR, A2J and Legal Empowerment</li> <li>3.4 Regional Roundtable on A2J and/or LE issues and challenges under broader framework of quality of justice from the region</li> <li>3.5 At least one statement of the network of bar associations/CSOs/think-tanks is released outlining the objectives, goals and methods of the network</li> </ol> <p><b>Targets (2013)</b></p> <ol style="list-style-type: none"> <li>3.6 Regional Inventory of peer reviewed ADR Providers prepared and disseminated</li> <li>3.7 At least 4 countries are covered by the regional</li> </ol>	<p><b>1. Assessing Quality of Legal Aid System and ADR Providers</b></p> <ol style="list-style-type: none"> <li>1.1 Select examples of legal aid system from each sub-regions</li> <li>1.2 Conduct Assessment of Quality of Legal aid System</li> <li>1.3 Dissemination of Assessment Report and facilitate regional discussion (Linked to Activity 2)</li> <li>1.4. Develop a Guidance Note on Legal Aid Systems in the ECIS region</li> <li>1.5 Compilation existing ADR providers</li> <li>1.6 Peer-Review with country based practitioners</li> <li>1.7 Establish Online regional platform for Database of Peer-Reviewed ADR Providers</li> </ol> <p><b>2. Facilitation and Strengthening of Regional CoPs and Networks</b></p> <ol style="list-style-type: none"> <li>2.1 Arrange Regional CoP Meeting on A2J &amp; LEP (Quality of and Access to Justice)</li> <li>2.2 Adopt an Agenda for Follow-up. Action drawing on country priorities</li> <li>2.3 Drafting of Capacity assessment Plan in line with the CoP follow-up agenda.</li> <li>2.3 Form networks of the 'Bar Associations', and 'CSOs &amp; Think-tanks'.</li> <li>2.4 Training of Trainers on Knowledge Management, Leadership, Social Media and Human Rights, and Sub-regional CoP/Network Facilitation.</li> </ol> <p><b>3. Deepening Regional Pool of Thematic Expertise &amp; Policy Discourse</b></p> <ol style="list-style-type: none"> <li>3.1 Identify regional experts on Human Rights, Access to Justice, Rule of Law, and Legal Empowerment</li> <li>3.2 Establish Thematic Pool of Regional</li> </ol>	<p>UNDP BRC, UNODC, BDP/DGG, OGC, OSF, PILI, Legal Aid and ADR agencies, CSOs</p> <p>UNDP BRC, BDP/DGG, OGC, UNDP COs, OSF, PILI, Legal Aid and ADR agencies, CSOs.</p> <p>UNDP BRC, BDP/DGG, OGC, OSF, PILI, Legal Aid and ADR agencies, CSOs.</p>	<p>International experts: 30,000 USD; National experts: 20,000 USD Meeting, Training &amp; Workshop: 35,000 Advocacy &amp; Communication: 15,000 USD; Travel &amp; DSA: 30,000 USD; TOTAL Activity 1: 130,000 USD</p> <p>International experts: 20,000 USD; National experts: 20,000 USD Meeting, Training &amp; Workshop: 35,000 Advocacy &amp; Communication: 15,000 USD; Travel &amp; DSA: 35,000 USD; TOTAL Activity 2: 125,000 USD</p> <p>International experts: 20,000 USD; National experts: 20,000 USD Meeting, Training &amp; Workshop: 25,000 Advocacy &amp;</p>
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	<p>study exploring the state of judicial/legal reforms in the CIS</p> <p>3.8 Guidance Note on regional public legal aid based on different models for public legal aid provision including paralegal services.</p> <p><b>Targets (2014)</b></p> <p>3.9 Broadening partnership with regional actors on judicial integrity, access to justice and judicial reforms.</p> <p>3.10 Sub-Regional Regional Dialogue on the state of Judicial reforms/Judicial Integrity and Access to Justice in the CIS</p> <p>3.11 Scaling up on already developed initiatives based on country priorities and demands.</p>	<p>experts on HR, A2J and LEP</p> <p>3.3 Regional Study on Judicial Reforms in the CIS linked to the challenges of assessing the quality of and access to justice/judicial integrity and reforms;</p> <p>3.3 Regional Dialogue and Roundtable on Emerging Trends and Issues of Justice &amp; LEP including the state of judicial reforms/judicial integrity/quality of justice</p> <p>3.4 Sub-regional Meeting/Roundtable Discussion on Judicial Reforms, EU Accession and UN Standards.</p>		<p>Communication: 10,000 USD; Travel &amp; DSA: 30,000 USD; TOTAL Activity 3: 115,000 USD</p>
<b>Total Budget</b>				USD 850,000

#### IV. ANNUAL WORK PLAN FOR YEAR 1 (2011)

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Output 1</b> Selected institutions and organizations of the National Human Rights Protection Systems in Europe and CIS are better able to use their mandate and available resources for the development of long-term strategies to promote and protect human rights at the national level. <b>Baseline:</b> 9 NHRIs from CIS have received basic training on human rights mechanisms and strategic planning. Initial discussion on the role of NHRIs in gender equality agenda and minority rights protection is held. Basic ratification guidelines on the Convention on the Rights of the	<b>1. Initiation of the Paris Principles compliance dialogue among the NHRIs</b>					UNDP BRC, OHCHR, ICC	Regional TRAC	Local consultant International consultants	5,000
	1.1 Informal review of the compliance of the NHRIs with the Paris Principles		X	X	X				
	1.2 Introductory consultation/round table of the NHRIs to discuss targeted capacity development process.		X	X					
	<b>2. NHRIs Capacity Development in Strategic Planning, Communication &amp; Advocacy and Thematic/Cross-practice interventions in partnership with CSOs</b>					UNDP BRC	Regional TRAC	International consultants Travel and local meetings	20,000
	2.1 Training of the NHRIs from Balkans on strategic planning and		X	X					

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Persons with Disabilities are developed.</p> <p><b>Indicators:</b></p> <p>1. Number of practitioners and senior managers capacitated on international HR&amp;J mechanisms &amp; follow-up.</p> <p>2. Number of recommendations from UPR/other HR mechanisms are supported by regular and/or special advocacy/programming at the country level</p> <p>3. Number of the civil society representatives involved in the preparations and training on UPR etc.</p> <p><b>Targets (2011)</b></p> <p>1.1. Paper on compliance of the NHRIs with the Paris Principles is drafted.</p> <p>1.2 Consultation is held with the NHRIs on NHRIs compliance and accreditation process</p> <p>1.3 Training on strategic planning for NHRIs from Balkans is organized and feedback received/analysed.</p> <p>1.4 Consultation with NHRIs and CSOs on the concept of the PWD and preliminary agreement on PWD paper (back to back with 1.2)</p>	<p>communications strategies</p> <p><b>3. Joint work of NHRIs on the Persons with Disabilities issues</b></p> <p>3.1 Conceptualization and agreeing on the joint paper “Towards inclusive development: Protecting the rights of the persons with disabilities”</p>					UNDP BRC, OHCHR, MRG, NHRIs	Regional TRAC	Consultants, Travel Local meeting	10,000

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount	
<b>Output 2</b> Increased capacity of UNDP's Country Offices to support national engagements with International Human Rights and/or Justice Principles and Mechanisms.	<b>1. Integration of International HR Mechanisms (i.e., UPR) recommendations are in National Human Rights Protection System</b> 1.1 Initiation of a dialogue with selected UNRC's Office/UNDP COs and national partners on UPR follow-up 1.2 Development of methodology for UPR Follow-up 1.3 Mapping of demands, actual needs and capacity gaps 1.4 Consultation with and involvement of the NGO representatives in the training on UPR and special procedures. 1.5 Regional Roundtable on UPR & preparation for an Agenda for Action	X	X			UNDP BRC, BDP/DGG, UNDP COs. OHCHR, NHRIs	Regional TRAC	International consultants	10,000	
<b>Baseline:</b> In a situation with increasing UN-wide demands, COs have either limited or no experience in programming for international human rights mechanism including UPR, limited access to UPR technical advisory services. Country Offices regularly have difficulties in formulating and implementing related initiatives,		X	X	X					Travel	5,000
		X	X	X	X				Local meeting	20,000
				X	X					

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>and have few practical (and integrated) tools to enhance programming processes.</p> <p><b>Indicators:</b></p> <p>1. Number of practitioners and senior managers capacitated on international HR&amp;J mechanisms &amp; follow-up.</p> <p>2. Number of recommendations from UPR/other HR mechanisms are supported by regular and/or special advocacy/programming at the country level</p> <p>3. Number of civil society representatives involved in the preparations and training on the UPR etc.</p> <p><b>Targets (2011)</b></p> <p>2.1. Assessment of the Implementation mechanism of the UPR Recommendations including development of methodologies is carried out</p> <p>2.2 At least 25 people from COs and relevant national counterparts (senior government officials) are equipped with the latest information and skills on the UPR and its follow up.</p>									

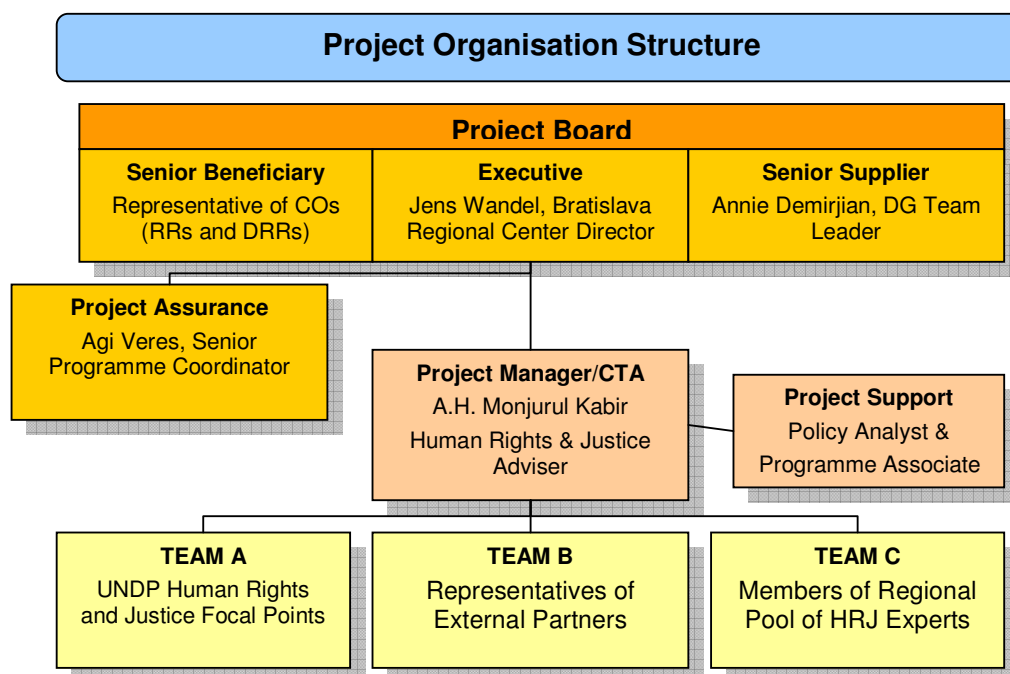
EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Output 3</b> Increased capacity of UNDP's Country Offices in supporting national partners for improving rule of law and justice service delivery. <b>Baseline:</b> UNDP Focal Points and national counterpart officials developed basic awareness of Rule of Law and Access to Justice issues and programming. Bar associations from Central Asia and Caucasus have expressed their interest to form a network/CoP for mutual	1. Assessing Quality of Legal Aid System and ADR Providers 1.1 Select examples of Legal Aid system from each sub-regions 1.2 Conduct Assessment of Quality and Challenges of Legal Aid System 1.3 Dissemination of Assessment Report and facilitate regional discussion (Linked to Activity 2)	X	X	X		UNDP BRC, international consultants, Legal Aid CSOs	Regional TRAC	International consultants	5,000
		X	X	X					communication

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>support and sharing practices. No pool of experts/institutions having strong records in A2J and LEP area is available.</p> <p><b>Indicators:</b></p> <p>1. Number of Access to Justice mechanism (i.e., legal aid system, ADR etc.) assessed, and good and bad practices documented and disseminated</p> <p>2. Number of Access to Justice &amp; LEP CoP members trained</p> <p>3. Strategy paper of the network of Bar associations/CSOs/think tanks is developed by members of the network</p> <p><b>Targets (2011)</b></p> <p>3.1 Assessment of Quality of Legal Aid System in the ECIS region</p> <p>3.2 Members of the A2J and LEP CoP are equipped with the latest practices on development and implementation of LEP and A2J initiatives at the national level.</p>	<p>2. Facilitation of Regional CoPs and Networks</p> <p>2.1 Arrange Regional CoP Meeting on A2J, Rule of Law &amp; LEP/Quality of Justice</p> <p>2.2 Adopt an Agenda for follow-up action drawing on country priorities and good practices.</p> <p>2.3 Finalise Capacity Assessment plan in line with CoP follow-up agenda.</p>			X	X	UNDP BRC, OSI, PILI, UNDP COs	Regional TRAC	Consultants	5,000
				X	X			Travel	15,000
					X			Local meeting	5,000



EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
	<ul style="list-style-type: none"> <li>Activities commence in year 2</li> </ul>								
<b>TOTAL for 2011</b>									<b>125,000</b>

## V. MANAGEMENT ARRANGEMENTS



### 5.1 Project Organization Structure

#### A. Overall Roles and Responsibilities

The project will be implemented by the Bratislava Regional Centre (BRC) within the delegated Direct Execution (DEX) authority, in line with the UNDP Programme and Operations Policies and Procedures. The BRC Democratic Governance Practice will be responsible for overall management, backstopping and monitoring of the project. The project will be implemented in close co-ordination with participating UNDP Country Offices on a component/output by component/output basis.

The RBEC/BRC Human Rights and Justice Adviser will act as Manager/Chief Technical Adviser of the PHASE Project to ensure internal coordination and quality control. The Project Manager will be supported by a full-time Policy Analyst and Human rights and Justice Research Assistant together with the Programme Associates, Democratic Governance. Wherever appropriate, activities under this project will be conducted in coordination and collaboration with internal and external partners, as to leverage synergies. Sub-activities may also be outsourced to interns, staff from UNDP country offices on detail assignment with the BRC HR&J team, independent consultants and experts, CSOs, or other partners and organizations, based on TOR drafted on a case-to-case basis and UNDP's contracting rules and regulations.

The strategic work plan covers 2011, 2012, 2013 and 2014. The annual work plan and budget for 2011 is included. A detailed work plan and budget for 2012 will be developed in the last quarter of 2011, together with a revision of the outputs and the same arrangement for 2013. The detailed work plan for 2014 will be developed in the last quarter of 2013 based on actual demands and updated assessment of projects in pipeline.

#### B. Beneficiaries and Stakeholders Participation

The direct beneficiaries of the Human rights and justice regional project are RBEC Country Offices and their staff (and especially the human rights, justice Community of Practice), National Human Rights Institutions and their staff, Parliaments, selected members of the civil society organizations, justice

sector institutions and their staff. Indirect beneficiaries include claim holders, CSOs, voters, and the executive branch of government. Adequate needs assessments and consultations will ensure relevance and proper targeting of activities under this project, and help assess results and impact with the participation of beneficiaries and stakeholders.

As part of the broader project organisation structure, the Project Manager will be in periodic contacts with the three targeted teams of stakeholders: UNDP Human Rights and Justice Focal Points (Team A- already operational), selected representatives of external partners (Team B: OHCHR, OSI, PILI, etc. - already operational), and, members of Regional Pool of Human Rights and Justice (To be established by 2012 through PHASE Project- in progress).

### C. Resource Mobilization and Strategic Partnerships

In addition to UNDP TRAC funds allocated under this project, Human rights and Justice Sub-practice will receive targeted allocation from both the Global Human Rights Strengthening Programme and the Global Programme on Access to Justice. These will complement the global allocation for regional work plan supported by respective Global Programmes. Activities conducted within these global programmes will compliment to outputs set for the current project. They will reinforce results achieved by the Project and further support strategic areas indicated in this project. But technically new project will be created for the utilization of the Global Programme funds.

The regional project will cooperate closely with UNDP's thematic Global Programmes, cross-practice Legal Empowerment Initiative, other UN agencies working in the field of human rights and justice including: the Office of the High Commissioner for Human Rights (specially the Europe and CIS unit, the Right to Development branch and the Administration of Justice branch), United Nations Office on Drugs and Crime (UNODC), and UNDP Oslo Governance Center. The project will also support the principle of the "one UN". Cooperation will be established with the global human rights inter-agency initiative - UNDG Human rights Mechanism.

Strategic partnerships will be further built with the emerging donors' initiative such as the Turkish International Cooperation and Development Agency (TIKA), Czech Trust Fund, bi-lateral donors such as Sida, NORAD, DANIDA, CIDA, GIZ, DFID and SDC. The partnership will include cooperation on substantive matters as well as the possibility for resource mobilization. Cooperation with the European Union Agency for Fundamental Rights (FRA) and institutions such as UN Staff College, Raoul Wallenberg Institute in Lund, and, the Ludvig Boltzmann Institute for human rights in Vienna will be further strengthened.

## 5.2 Competency Profiles per Output

**Output 1: Selected institutions and organizations of the National Human Rights Protection Systems in Europe and CIS are better able to use their mandate and available resources for the development of long-term strategies to promote and protect human rights at the national level.**

As Output 1 involves addressing capacities of National Human Rights Institutions and relevant organisations addressing their capacities for strategic and long-term interventions, the existing partnership, expertise and knowledge base housed in UNDP/BRC and the relevant UNDP Country Offices will be utilised. Expertise in specific areas of disabilities, protection of minorities will be needed for the policy development processes; including policy coordination as several ministries will be involved. A capacity assessment of the partnering NHRIs at the beginning of the project will look at their institutional capacity and mandate to address issues of social inclusion.

During the first year, when initial research is conducted to determine the relative potential impact and feasibility of different areas of intervention, quality assurance of the research will be required in several different areas related to ongoing collaboration and support to National Human Rights Protection System.

**Output 2: Increased capacity of UNDP's Country Offices to support National Engagements with International Human Rights and Justice Principles and Mechanisms.**

Over the past years BRC was engaged with regional and sub-regional policy discourse with UNDP offices and NHRIs in promoting a number of international human rights and Justice mechanisms (i.e., Special Procedures, Treaty Based Mechanism, UPR, NPM etc.) and Principles (HRBA, Paris Principles on NHRIs, UN Basic Principles on the Role of Lawyers, European Council Recommendation # R 2000: 21 on the Freedom of Exercise of the Profession of Lawyer etc.). BRC is also in the process of strengthening its strategic partnership with the OHCHR, and, the UNODC. Partnership with UNDP Global Programmes on Human Rights, and, Access to Justice will be further strengthened. All these will be utilised for the successful implementation of the output 2.

**Output 3: Increased capacity of UNDP’s Country Offices in supporting National Partners for improving Rule of Law and Justice Services.**

Again, this is an area where BRC has a solid knowledge base of work. Its partnership with Bar Associations, Legal Aid offices, and, with international organisations including UNODC, Open Society (Justice Initiative), PILI etc. add value to the thematic knowledge base. The ongoing collaboration and knowledge with BDP Global Programme on Access to Justice will be enhanced. Specific attempts will be made to establish functional relations with BCPR Rule of Law Initiative.

UNDP Country Offices: The UNDP Country Offices will have a role in each output because the entire project rests on the engagements (of both CO and its HR&J Focal Points), national thematic networks, reputation, and expertise developed through the country-level human rights, rule of law, access to justice and legal empowerment initiatives under Output 1, 2, and 3, the COs will identify and obtain the commitment of the key national institutions and CSO organisations.

### **5.3 Monitoring, Evaluation and Reporting**

This project will be effectively monitored and evaluated by assessing progress against the qualitative and quantitative indicators outlined in the Results Framework. A Communication and Monitoring Plan will be activated and updated to chart key management actions/events, and logs will be used to keep track of potential problems, risks, lessons learned, and progress. Monitoring of project activities and outputs are under the responsibility of the Regional Project Manager. The Project Assurance will review monitoring reports. Additionally, the project will be subject to periodic reviews in accordance with UNDP rules and regulations.

The Regional Project Manager will submit semi-annual monitoring progress reports to the BRC management and to Democratic Governance in BDP and RBEC in the HQ. Upon completion, the project will be reviewed and assessed to determine the extent to which progress has been made towards outputs and to ensure alignment with the appropriate outcomes.

### **5.4 Legal Context**

This regional project document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Governments participating and the United Nations Development Programme.

## VI. 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/CTA 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/CTA 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

<b>OUTPUT 1: Selected institutions and organizations of the National Human Rights Protection Systems in Europe and CIS are better able to use their mandate and available resources for the development of long-term strategies to promote and protect human rights at the national level.</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	National Human Rights Institutions (NHRIs) complies with the Paris Principles	Start Date: April 2011 End Date: December 2014
<b>Purpose</b>	To promote the UN Paris Principles and support NHRIs following assessment of its implementation challenges	
<b>Description</b>	<ul style="list-style-type: none"> <li>▪ Informal review of the compliance of the selected NHRIs with the Paris Principles</li> <li>▪ Introductory consultation/round table of the NHRIs to discuss compliance of Paris Principles including accreditation process, where possible.</li> <li>▪ Joint work with selected NHRIs to beef-up the process and internal preparations for Paris Principles compliance</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>

Number of thematic capacity development initiatives linked to Paris Principles compliance, NHRIs' mandate, coverage, NHRIs-CSOs collaboration, and operational effectiveness.	Capacity assessment at the beginning and end of the project.	June 2012, 2013
Development of NHRIs' joint paper on persons with disabilities and/or minorities	Follow-up by country HR&J Focal Points ; confirmed by National Human rights Institutions and other partners	June 2012, 2013, 2014
<b>OUTPUT 1: Selected institutions and organizations of the National Human Rights Protection Systems in Europe and CIS are better able to use their mandate and available resources for the development of long-term strategies to promote and protect human rights at the national level.</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	NHRIs Capacity Development in Strategic Planning, Communication & Advocacy and Thematic/Cross-practice interventions in partnership with CSOs.	Start Date: April 2011 End Date: December 2014
<b>Purpose</b>	To develop specific (demand-driven) capacities of national human rights institutions and promote engagement with CSOs in NHRPS.	
<b>Description</b>	<ul style="list-style-type: none"> <li>▪ Training of the NHRIs from Balkans on strategic planning and communications strategies</li> <li>▪ Development of the capacities to be engaged pro-actively in gender equality, protection of minorities (minority rights) and public accountability policy making and/or programming support</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of thematic capacity development initiatives linked to Paris Principles compliance, NHRIs' mandate, coverage, NHRIs-CSOs collaboration, and operational effectiveness including strategic Planning.	Follow-up by country HR&J Focal Points; confirmed by National Human rights Institutions and other partners	December 2011, 2012, 2013

<b>OUTPUT 1: Selected institutions and organizations of the National Human Rights Protection Systems in Europe and CIS are better able to use their mandate and available resources for the development of long-term strategies to promote and protect human rights at the national level</b>		
<b>Activity Result 3 (Atlas Activity ID)</b>	Joint work of NHRIs on the Rights of the Persons with Disabilities and related issues	Start Date: June 2011 End Date: June 2014
<b>Purpose</b>	To develop NHRIs policy capacity for the implementation of the UN Convention on the Rights of the Persons with Disabilities	
<b>Description</b>	<ul style="list-style-type: none"> <li>▪ Joint work of NHRIs on the Rights of the Persons with Disabilities</li> <li>▪ Conceptualization and agreeing on the joint paper "Human Rights, Social Protection and Inclusion of the Persons with Disabilities"</li> <li>▪ Organization of the work of NHRIs on the joint paper: necessary capacity development support, expert advice, networking &amp; facilitation;</li> <li>▪ Consolidation of the national components and drafting joint document</li> <li>▪ Communication, Advocacy and Public Awareness campaigns on PWD issue.</li> <li>▪ Establishment of the functional networking/partnership between NHRIs and local CSOs at least in one country to protect and promote rights of the PWDs.</li> </ul>	

Quality Criteria	Quality Method	Date of Assessment
Number of senior and mid-level staff of NHRIs having clear vision of the strategic planning in general and particularly in gender, minority and Persons with Disabilities.	Follow-up by country HR&J Focal Points ; confirmed by National Human rights Institutions and other partners	December 2011, 2012, 2013. 2014

<b>OUTPUT2: Increased capacity of UNDP's Country Offices to support National Engagements with International Human Rights and Justice Principles and Mechanisms</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Integration of International HR Mechanisms (UPR) recommendations in the National Human Rights Protection System Small municipalities benefit from inter-municipal cooperation arrangements for sustainable development	Start Date: April 2011 End Date: December 2014
<b>Purpose</b>	To encourage and support implementation of relevant recommendations of the international human rights and justice mechanisms (i.e., UPR etc.) at the national and/or sub-national level	
<b>Description</b>	<ul style="list-style-type: none"> <li>▪ Initiation of a dialogue with selected UNRC's Office/UNDP COs and national partners on UPR follow-up</li> <li>▪ Development of methodology for UPR Follow-up</li> <li>▪ Mapping of demands, actual needs and capacity gaps</li> <li>▪ Consultation with and involvement of the NGO representatives in the training on UPR and special procedures.</li> <li>▪ Regional Roundtable on UPR &amp; preparation for an Agenda for Action</li> <li>▪ Conduct Training Workshop: Lessons Learned and Good Practices</li> <li>▪ Conduct a Review of status of Implementation of recommendations</li> </ul>	
Quality Criteria	Quality Method	Date of Assessment
Number of recommendations from UPR/other HR mechanisms are supported by regular and/or special advocacy/programming at the country level	Reporting by participating UNDP Country Offices and Project partners	June 2012, 2013, 2014

<b>OUTPUT2: Increased capacity of UNDP's Country Offices to support National Engagements with International Human Rights and Justice Principles and Mechanisms</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	Demand Driven Capacity Development Initiatives to support Special Procedures/Specific Mandates and Human Rights and Justice Programming Principles (i.e., HRBA etc.)	Start Date: June 2011 End Date: December 2014
<b>Purpose</b>	Develop in-house capacity to Special Procedures/Specific Mandates and Human Rights and Justice Programming Principles (i.e., HRBA etc.).	
<b>Description</b>	<ul style="list-style-type: none"> <li>▪ Conduct Capacity Assessment and HRBA/HR Review</li> <li>▪ Conduct Sectoral/Thematic Study on the status of implementation of recommendations from HR mechanism including lessons learned and good practices.</li> <li>▪ Review of HRBA application in Development programming;</li> <li>▪ Facilitate a Regional Dialogue: Impact of HRBA in development programming</li> </ul>	
Quality Criteria	Quality Method	Date of Assessment
Number of HRBA/HR Review/Thematic	Reporting by participating UNDP	December 2011, 2012,

Study conducted.	Country Offices and Project partners	2013, 2014
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<b>OUTPUT 3: Increased capacity of UNDP's Country Offices in supporting national partners for improving Rule of Law and Justice services</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Quality of Legal Aid System and ADR Providers Assessed	Start Date: July 2011 End Date: December 2014
<b>Purpose</b>	To support the broader assessment of the quality of justice to boost internal capacity and support for national partners in improving quality of justice services	
<b>Description</b>	<ul style="list-style-type: none"> <li>▪ Select examples of legal aid system from each sub-regions</li> <li>▪ Conduct Assessment of Quality of Legal aid System</li> <li>▪ Dissemination of Assessment Report and facilitate regional discussion</li> <li>▪ Develop a Guidance Note on Legal Aid Systems in the ECIS region</li> <li>▪ Compilation existing ADR providers</li> <li>▪ Peer-Review with country based practitioners</li> <li>▪ Establish Online regional platform for Database of Peer-Reviewed ADR Providers</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of Access to Justice mechanism (i.e., legal aid system, ADR etc.) assessed, and good and bad practices documented and disseminated.	Reporting by participating UNDP Country Offices and Project partners	June 2012, 2013, 2014

<b>OUTPUT 3: Increased capacity of UNDP's Country Offices in supporting national partners for improving Rule of law and Justice services</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	Regional CoPs and Networks facilitated and strengthened.	Start Date: April 2011 End Date: December 2014
<b>Purpose</b>	To enhance capacity of UNDP's Country Offices in supporting national partners (NHRIs, Agencies, CSOs) for improving Rule of Law and Justice services	
<b>Description</b>	<ul style="list-style-type: none"> <li>▪ Facilitation of Regional CoPs and Networks</li> <li>▪ Arrange Regional CoP Meeting on Rule of Law, Access to Justice, and Legal Empowerment (Quality of and Access to Justice)</li> <li>▪ Adopt an Agenda for Follow-up. Action drawing on country priorities</li> <li>▪ Form networks of the 'Bar Associations', and 'CSOs &amp; Think-tanks'.</li> <li>▪ Training of Trainers on Knowledge Management, Social Media, Leadership and Sub-regional CoP Facilitation.</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of Access to Justice, Rule of Law, & Legal Empowerment CoP members trained	Reporting by participating UNDP Country Offices; confirmed by partners (i.e., CSOs / Bar Associations etc.)	December 2011, 2012, 2013, 2014
Strategy paper of the network of Bar associations/CSOs/think tanks is developed by members of the network	Reporting by participating UNDP Country Offices; confirmed by partners (i.e., CSOs / Bar Associations etc.)	December 2012, 2013, 2014

<b>OUTPUT 3: Increased capacity of UNDP's Country Offices in supporting national partners for improving Rule of law and Justice Services</b>		
<b>Activity Result 3 (Atlas Activity ID)</b>	Regional Pool of Thematic Expertise & Policy Discourse Deepened.	Start Date: September 2011 End Date: December



		2014
<b>Purpose</b>	To identify thematic experts and regional/sub-regional institutions, think tanks for consolidating knowledge base, and, to deepen regional policy discourse for informed choices	
<b>Description</b>	<ul style="list-style-type: none"> <li>▪ Identify regional experts on Human Rights, Access to Justice, Rule of Law, and Legal Empowerment</li> <li>▪ Establish Thematic Pool of Regional experts on HR, A2J and LEP</li> <li>▪ Regional Study on Judicial Reforms in the CIS linked to the challenges of assessing the quality of and access to justice/judicial integrity and reforms;</li> <li>▪ Regional Dialogue and Roundtable on Emerging Trends and Issues of Justice &amp; LEP including the state of Judicial reforms/Judicial integrity/quality of Justice</li> <li>▪ Sub-regional Meeting on Judicial Reform. EU Accession and UN Standards.</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of thematic experts/institutions identified and networked/connected.	Reporting by participating UNDP Country Offices; confirmed by partners.	September 2012, 2013, 2014
Number of policy recommendations identified and/or considered for follow-up advocacy/programming/implementation.	Reporting by participating UNDP Country Offices.	December 2012, 2013, 2014

## VII. ANNEXES

### Annex 1. Risk Log

#	Description	Date Identified	Type	Impact & Probability <sup>†</sup>	Countermeasures / Mgmt response	Owner	Submitted, updated by	Last Update	Status
1	Drop in political will conducive to human rights, justice and legal empowerment sector reforms	November 2010	Political Strategic	P = 4, I = 4	Project will work where UNDP CO and/or its partners have established networks with key national policy makers and/or institutions. Project will also adopt a broader human development and legal empowerment approach to address core human rights and justice issues in a pragmatic manner.	<i>Project Manager/ CTA</i>	Project Support	February 2011	No Change
2	Inadequate funding	November 2010	Organizational Operational Strategic	P = 5, I = 5	The project provides support for human rights, justice and legal empowerment programming and policy work, as well as the prioritisation processes to ensure that funding shortfalls do not affect the most urgent and required interventions/outputs. The Project will also broaden its partnership as mentioned in sections 2.5 & 2.6.	<i>Project Manager/ CTA</i>	<i>Project Support</i>	February 2011	No Change
3	Slow implementation of policy proposals/national commitments to international obligations	November 2010	Operational Political	P = 3, I = 4	Linking policy proposal with national commitment to international forum and mechanism (i.e., UPR & national obligation). Capacity development - assessment of implementing organizations. Implementing partners (NHRIs, Bar Associations, CSOs etc.) will advocate for swift implementation of policies	<i>Project Manager/ CTA</i>	<i>Project Support</i>	February 2011	No Change
4	Delays in delivery	November 2010	Operational Strategic	P = 3, I = 3	Delays in project implementation are common, and specific attention will be paid to the proposed timelines in project proposal to ensure realistic planning and pragmatic implementation..	<i>Project Manager/ CTA</i>	<i>Project Support</i>	February 2011	No Change
5	Lack of national capacity	November 2010	Operational Organizational	P = 3, I = 4	No related activity under the project should be undertaken without a capacity assessment (if not done already) of the relevant institutions, and all interventions will be designed taking into account existing capacity levels.	<i>Project Manager/ CTA</i>	<i>Project Support</i>	February 2011	No Change

<sup>†</sup> P is probability on a scale from 1 (low) to 5 (high), I is impact on a scale from 1 (low) to 5 (high)

