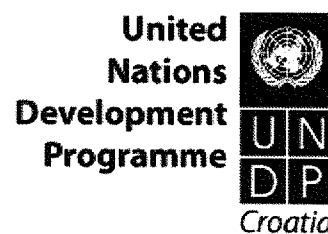


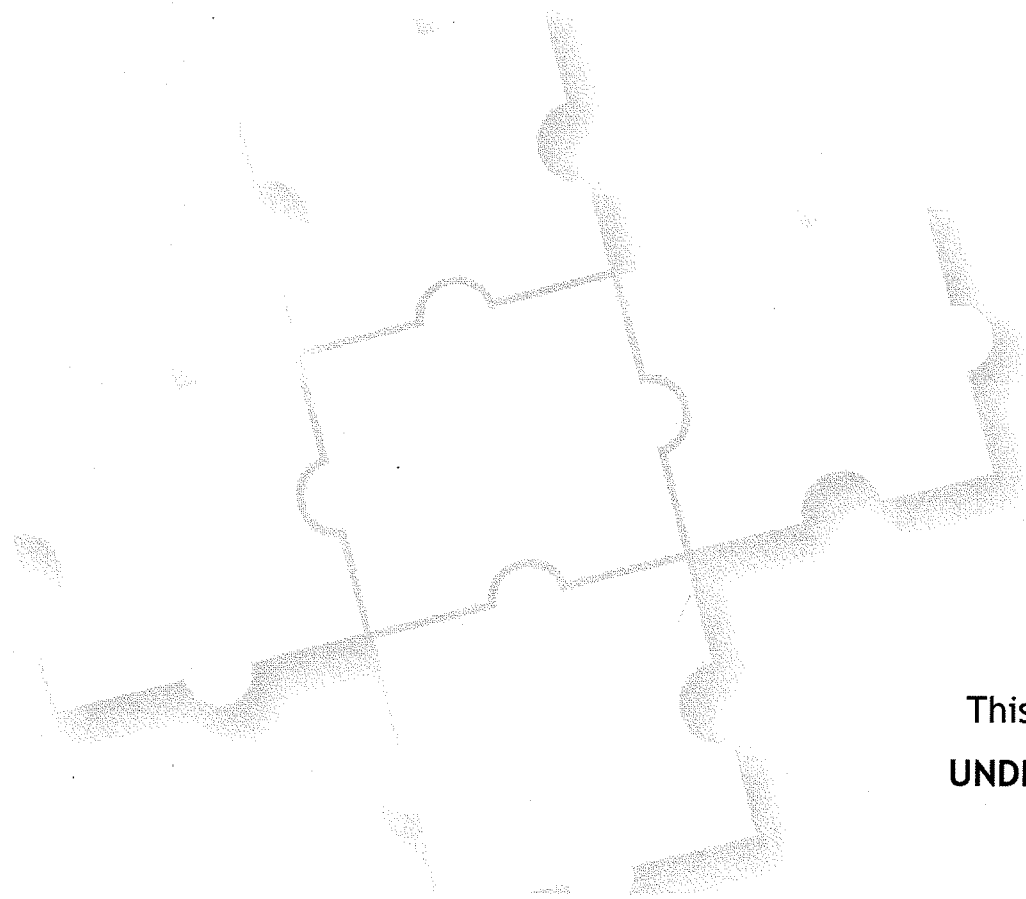
PROJECT DESCRIPTION
2009



Capacity building of the Croatian People's Ombudsman Office (CPO)

NO. 71920

This project is sponsored by:
UNDP Croatia Country Office



**United Nations Development Programme
Country: Croatia
Project Document**

Project Title

Capacity building of the Croatian People's Ombudsman Office (CPO)

UNDAF Outcome(s):

Support the establishment of the CPO as an effective organisation providing a redress mechanism for the people of Croatia

Expected Outcome(s):

Expected Output(s):

1. Strengthened capacity of the CPO for fulfilling its expanded mandate and responsibilities
2. Internal and external cooperation improved to ensure the coherence and effectiveness of the national human rights protection system
3. Visibility and accessibility of the CPO improved in light of the new anti-discrimination legislation

**Implementing Partner:
Responsible Parties:**

United Nations Development Programme
Croatian People's Ombudsman Office, UNDP,

Brief Description

As of January 2009, Croatia started implementing the Anti-discrimination Law which expanded the mandate of the Croatian People's Ombudsman office (CPO). Under the new Law, the CPO's mandate includes:

- Notifying the public about discrimination phenomenon,
- Data collection and analysis,
- Advising the Government of Croatia on appropriate legislative and strategic solutions related to eradication of discrimination.

In order to deal with the increased workload under its expanded mandate, it is important to consolidate the internal capacity of the CPO, strengthen its capacity for strategic planning, and to raise awareness of its mandate to act as an 'umbrella body' - Central Equality Body.

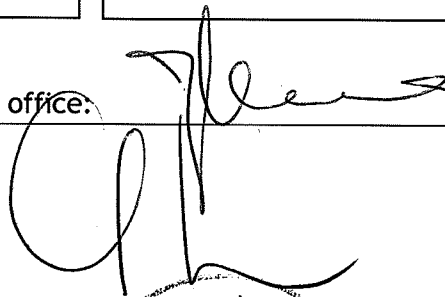
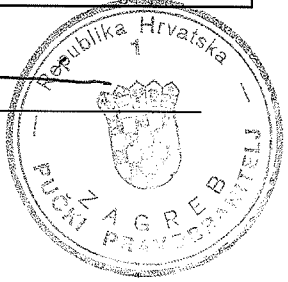
The proposed project builds upon the recent UNDP Bratislava Regional Centre (BRC) capacity assessment mission carried out in light of the CPO's expanding mandate. It translates into practice their recommendations in order to support the establishment of the CPO as an effective organisation providing a redress mechanism for the Croatian people.

The main project results will be: 1) the strengthening of capacities of the CPO for fulfilling its expanded mandate and responsibilities; 2) the improvement of internal and external cooperation to ensure the coherence and effectiveness of the national human rights protection system; 3) the improvement of visibility and accessibility of the CPO improved in light of the new anti-discrimination legislation.

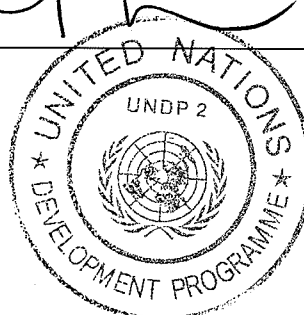
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| Programme Period: | 2009-2011 (18 months) |
| Key Result Area (Strategic Plan): | Democratic Governance |
| Atlas Award ID: | _____ |
| Start date: | 01.09.2009. |
| End Date: | 28.02.2011. |
| PAC Meeting Date | _____ |
| Management Arrangements | NEX |

| | |
|----------------------------|-----------|
| AWP budget: | 2009-2011 |
| Total resources required | 300.000 |
| Total allocated resources: | 30.000 |
| • Regular | 30.000 |
| • Other: | |
| ○ Donor | _____ |
| ○ Donor | _____ |
| ○ Donor | _____ |
| ○ Government | _____ |
| Unfunded budget: | 270.000 |
| In-kind Contributions | |

Agreed by Croatian People's Ombudsman office:

Agreed by UNDP:



ABBREVIATIONS AND ACRONYMS

| | |
|----------|---|
| BRC | Bratislava Regional Centre |
| CPO | Croatian People's Ombudsman |
| HRC | Human Rights Centre |
| ICC NHRI | International Coordinating Committee for National Human Rights Institutions |
| NHRI | National Human Rights Institutions |
| UNDP | United Nations Development Programme |
| UPR | Universal Periodic Review |

PART I. SITUATION ANALYSIS

The Croatian People's Ombudsman office was established in 1992, shortly after the country's independence, modelled upon the classical Ombudsmen of the Nordic countries in its structure, legal powers and methods of operation, but with a full mandate to address violations of internationally protected human rights.

In the past two years, there have been certain developments which will have an impact upon the future work of the CPO. Firstly, seven years after signing the Durban Declaration, in September 2008 the Croatian Government adopted a National Plan to Combat Discrimination. Secondly, the Anti-Discrimination Act entered into force in January 2009. It assigns a new role and powers to the CPO as equality body. It also defines, in broad terms, its relationship with the other statutory Ombuds institutions, and encourages social dialogue and dialogue with NGOs. Lastly, the CPO has been designated as Status A¹ national human rights institution by the International Coordinating Committee of National Human Rights Institutions (NHRI), under the terms of the Paris Principles². The consequence of this new status is that the CPO will need to take on certain broader functions of a NHRI, beyond complaints handling, and that its legal responsibilities and powers should be reviewed.

These developments create both opportunities and considerable challenges for the CPO institution.

¹ In accordance with the Paris Principles and the ICC Rules of Procedure, the different classifications for accreditation used by the Committee are: A: Compliance with the Paris Principles; A(R): Accreditation with reserve - granted where insufficient documentation is submitted to confer A status; B: Observer Status - Not fully in compliance with the Paris Principles or insufficient information provided to make a determination; C: Non-compliant with the Paris Principles.

² Principles relating to the status of national institutions - Competence and responsibilities, the so called *Paris Principles* defined at the first International Workshop on National Institutions for the Promotion and Protection of Human Rights in Paris 7-9 October 1991, adopted by Human Rights Commission Resolution 1992/54, 1992 and General Assembly Resolution 48/134, 1993.

In anticipation of its changing role and added responsibilities³, the CPO office invited UNDP to assist with a capacity assessment in November 2008. Assets and needs were identified related to: structure, strategy and planning, human resources management, performance management, and accountability⁴.

The following challenges were identified:

- **A lack of capacity of the CPO to address its extended role of an equality body as envisaged in the recently adopted Anti-discrimination Law and to fulfil its new role of a national human rights institution** - There is a lack of annual work plans for the respective units as well as for the whole CPO. Furthermore, the CPO lacks a plan that sets out the vision and mission of the institution and the strategies to be adopted over a period of several years in order to realize certain goals and objectives that will help to fulfil the CPO's mission. With the strategic plan in place, the CPO would hinge to a far greater extent upon activities which intended to create systemic improvements in respect for human rights.
- **A lack of effective means of self-evaluation** - The CPO does not have external nor internal indicators developed for the purpose of self-evaluation. Self-evaluation would serve the purpose to understand and improve the management of the CPO, i.e., the planning, organisation, administration, execution and control of all activities.
- **A lack of regular and formalized cross-sector cooperation especially cooperation with NGOs** - The CPO appears to have a good understanding of the importance of its collaboration with the civil society. On the one hand, the CPO depends upon NGOs for much of its national outreaches. On the other hand, there are some criticisms from

³ The CPO understood the importance of the need to move from a reactive to proactive approach, partly because of various changes in the formal role of the office as mentioned above. The new approach will require from the CPO to place a greater emphasis on the promotion of human rights rather than merely focus on individual protection through its complaints procedure. It entails a greater capacity for advocacy and public education, as well as a more systemic approach to human rights issues.

⁴ The assessment was carried out in partnership with the Human Rights and Justice team from Bratislava (BRC Democratic Governance Practice). External stakeholders involved in the assessment included: the three specialized Ombuds institutions, civil society representatives, the Ministry of Justice, the Constitutional Court, the Parliamentary Committee for Human rights and National Minority Rights, and the Governmental Office for Human Rights.

NGOs about the lack of CPO's initiatives in organizing joint activities. NGOs offer a range of skills and contacts, as well as resources that can be a useful supplement to enhance the efforts of the CPO⁵.

- **A lack of CPO's public visibility in light of the new anti-discrimination legislation** - The CPO benefits from a positive public reputation and trust. To a large extent, the public's awareness of the CPO and human rights issues as well as existing discrimination and the new anti-discrimination legislation is linked to the external environment. However, by effective plans of communications it would be possible for the institution to improve its public profile. Communications plans would be integrated into the overall planning process of the CPO and the priorities in communications would largely correspond to the strategic priorities of the institution.
- **A lack of CPO's national accessibility outside the Croatian Capital, Zagreb** - One of the biggest issues facing the CPO is its accessibility to the entire Croatian public. Currently, the CPO depends on the collaboration with NGOs, civil society organizations and other partners for its national outreach. A greater regional and local presence will be a prerequisite for the outreach and promotional work that the CPO will be required to undertake given its new role as an Equality Body and its responsibilities as a national human rights institution. It may be possible to maximize the local presence of the CPO by coordinating it with the other ombuds institutions.

The principal project counterpart is the Croatian People's Ombudsman Office. The project will strengthen the mechanisms of the CPO's responsiveness and public accountability to the concerns and interests of people likely to be affected by various forms of discrimination (minorities, poor people, women, and other vulnerable or excluded groups). They represent the key beneficiaries of the proposed project.

⁵ The Paris Principles lay considerable emphasis on the importance of national human rights institutions cooperating with other bodies in the society, and above all non-governmental organizations due to their "fundamental role" in "expanding the work of the national institutions". The crucial question is how to expand the capacity of national institutions to address the many human rights issues that they will have to deal with. National institutions need to ensure that they are accessible to members of the public who wish to file a complaint. They also need to work with partners in public advocacy, campaigning and education. Good relations with NGOs are usually identified as an important characteristic of effective NHRIs. A regular dialogue with NGOs also enhances the public legitimacy of the institution, and makes it more widely known.

PART II. STRATEGY

UNDP Croatia has wide-ranging experience with implementation of projects related to development of policies, as well as with institutional capacity building. It is expected that the proposed Project will benefit from the outputs and experience accumulated so far. This project builds upon findings and recommendations arising out of a mission to Croatia conducted between 10 and 13 November 2008 with staff from the UNDP Regional Centre in Bratislava and one external expert.

UNDP has established quality contact with the main beneficiary of the project (Croatian People's Ombudsman) and the Human Rights Centre as well as with an already existing EC PROGRESS project *Supporting the implementation of the Anti-discrimination Act*.

UNDP Croatia has been recognized for its mediation role between Government and civil society and its continued advocacy in respect to human rights. Therefore, UNDP is in advantaged position when organizing cooperation through CPO at a multi-sector level to foster implementation of various anti-discrimination measures.

The intended outcome of the project is to support the establishment of the CPO as an effective organisation providing a redress mechanism for the people of Croatia.

Intended project outputs:

- Strengthened capacity of the CPO for fulfilling its expanded mandate and responsibilities
- Internal and external cooperation improved to ensure the coherence and effectiveness of the national human rights protection system
- Visibility and accessibility of the CPO improved in light of the new anti-discrimination legislation

III. Results and Resources Framework

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| Intended Outcome as stated in the Country Programme Results and Resource Framework: | | | |
| Support the establishment of the CPO as an effective organisation providing a redress mechanism for the people of Croatia | | | |
| Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: | | | |
| - Level of compliance with the NHRI's recommendations | | | |
| - Level of institutional outreach ⁶ | | | |
| Applicable Key Result Area (from 2008-11 Strategic Plan): Democratic governance | | | |
| Partnership Strategy | | | |
| Project title and ID (ATLAS Award ID): Capacity building of the Croatian People's Ombudsman Office | | | |
| INTENDED OUTPUTS | OUTPUT TARGETS FOR (YEARS) | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES |
| | | | INPUTS |

⁶ In terms of the number of clients that have been serviced, the time it takes to process a complaint, and the backlog of cases.

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| <p>Output 1</p> <p>Strengthened capacity of the CPO for fulfilling its expanded mandate and responsibilities</p> | <p>Targets (year 1)</p> <ul style="list-style-type: none"> - One seminar for 30 participants on strategic planning - One seminar for 30 participants on results based management and communications planning - Mid-term strategy - Communications plan - Internal and external indicators - Client satisfaction questionnaire | <p>1.1 Capacity of the CPO for management and strategic planning strengthened</p> <ul style="list-style-type: none"> ▪ Organisation of training for the key CPO staff on: strategic planning; results based management; and communications planning ▪ Preparation and development of annual work plans for the individual CPO units ▪ Preparation and development of a communications plan ▪ Preparation and development of a mid term strategy ▪ Development of both external and internal performance indicators ▪ Development of a client satisfaction questionnaire <p><i>Baseline:</i></p> <ul style="list-style-type: none"> ▪ At the moment, there are no annual work plans developed for the CPO Office, its respective units or cross- | <p>UNDP/CPO</p> | <p>International consultants / National consultants</p> <p>Travel</p> <p>DSAs</p> <p>Workshops</p> <p>Translation</p> |
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| | <p>cutting activities such as communications, due to the capacity restraints of the CPO staff.</p> <ul style="list-style-type: none"> ▪ The CPO staff already developed certain strategic guidelines but there is no plan that clearly sets out the vision and mission of the institution i.e. the strategy to be adopted over a period of several years. ▪ The CPO lacks both external and internal indicators as essential elements of the planning process that would allow self-evaluation of its own performance. <p><i>Indicators:</i></p> <ul style="list-style-type: none"> ▪ Number of annual plans developed for respective CPO departments ▪ Communication plan developed ▪ Mid-term strategy completed ▪ Client satisfaction questionnaire developed and operational ▪ The views that external experts have about the quality of documents | | |
| | <p>1.2 Capacity of the CPO for reporting strengthened</p> <ul style="list-style-type: none"> ▪ Organisation of training for the key CPO staff on cooperation with UN bodies especially on NHRI reporting to UPR - shadow reporting ▪ Production of UPR report ▪ Organisation of training for all ombuds institutions on cooperation | <p>Targets (year 1)</p> <ul style="list-style-type: none"> - One seminar for the 30 CPO staff on UPR reporting - One seminar for 30 participants on NHRI reporting to Treaty bodies | <p>International consultants / National consultants Travel DSAs Workshops</p> |

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| | <p>Targets (year 2)</p> <ul style="list-style-type: none"> - UPR report | <p>with UN bodies especially on NHRI reporting to Treaty bodies</p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> ▪ Croatia is scheduled for the Universal Periodic Review (UPR) for the first time in 2010, and the CPO staff will have to prepare all the documents necessary. Furthermore, the CPO and other Ombuds institutions prepare regular reports to Treaty bodies; both these processes require additional skills and knowledge. <p><i>Indicators:</i></p> <ul style="list-style-type: none"> ▪ Number of staff trained in UPR reporting and reporting to Treaty bodies ▪ The views that external experts have about the quality of the UPR report. | | <p>Translation</p> |
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| <p>Output 2</p> <p>Internal and external cooperation improved to ensure the coherence and effectiveness of the national human rights protection system</p> | <p>Targets (year 1)</p> <ul style="list-style-type: none"> - 2 meetings at the national level - 4 meetings at the local levels (4 regions) <p>Targets (year 2)</p> <ul style="list-style-type: none"> - 2 meetings at the national level - 4 meetings at the local levels (4 regions) - common strategy for combating discrimination | <p>2.1. Consultative cross-sector dialogue established at all levels</p> <ul style="list-style-type: none"> ▪ Organisation of regular consultative multi-sectoral meetings at the national and local levels ▪ Development of a draft common strategy for combating discrimination <p><i>Baseline:</i></p> <ul style="list-style-type: none"> ▪ There is no regular and formalized cross-sector dialogue in support of the new policy implementation <p><i>Indicators:</i></p> <ul style="list-style-type: none"> ▪ Number of meetings between CPO and stakeholders at national and local levels ▪ Common strategy for combating discrimination produced ▪ Number of joint activities undertaken | <p>UNDP/CPO</p> | <p>National consultant(s)</p> <p>Travel</p> <p>DSAs</p> <p>Workshops</p> |
| | <p>Target (year 1)</p> <ul style="list-style-type: none"> - preparation of the proposal for the rationalization of HRP system - development of an expert analysis and action plan developed | <p>2.2 Rationalization of Human Rights Protection System in Croatia</p> <ul style="list-style-type: none"> ▪ Preparation of the proposal for the rationalization of the Human Rights protection system: | <p>UNDP/HRC/CPO</p> | <p>Services to institutions and other beneficiaries</p> |

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| <p>- public debate held</p> <p>Target (year 2)</p> <p>- policy proposal prepared - public debate held</p> | <ul style="list-style-type: none"> ▪ Development of an expert analysis with comparative indicators of all PROS and CONS arguments for the rationalization of all human rights institutions financed by the state budget including: <ul style="list-style-type: none"> analysis for <ul style="list-style-type: none"> a) rationalization of all human rights institutions in Croatia b) integration of the HRC with the CPO c) fostering of a formal co-operation on the basis of compatibility with the Human Rights Centre ▪ Development of a policy proposal for the government and parliament ▪ Public debate about the rationalization of the human rights protection system in Croatia ▪ Development of a specific action plan ▪ Submission of the policy proposal to the government and parliament <p><i>Baseline:</i></p> <ul style="list-style-type: none"> ▪ There is a need for rationalization of the HR protection system ▪ A) In Croatia exist, apart from the Parliamentary Ombudsman, three specific Ombuds for the: <ul style="list-style-type: none"> Rights of Child Gender Equality | | | | |
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| <p>Output 3</p> <p>Visibility and accessibility of the CPO improved in light of the new anti-discrimination legislation</p> | | <p>Rights of Persons with Disabilities</p> <ul style="list-style-type: none"> ▪ B) Human Rights Center - established by government decree as a NHRI that is not fully compliant with the Paris Principles ▪ C) other government human rights institutions <p><i>Indicators:</i></p> <ul style="list-style-type: none"> ▪ Action plan for the rationalization of the human rights protection system ▪ Public debate about the rationalization of the HR protection system held | | |
| <p>3.1 Accessibility of the CPO improved</p> <ul style="list-style-type: none"> ▪ Organisation of regular field visits of the CPO staff to local communities <p><i>Baseline:</i></p> <ul style="list-style-type: none"> ▪ Currently, there is no actual physical presence of the CPO outside the Capital, Zagreb <p><i>Indicators:</i></p> <ul style="list-style-type: none"> ▪ Number of field visits organised ▪ Number of local communities visited ▪ Number of local stakeholders' representatives participating in consultations | <p>Targets (year 1)</p> <ul style="list-style-type: none"> - 4 two-day filed visits to local communities <p>Targets (year 2)</p> <ul style="list-style-type: none"> - 4 two-day filed visits to local communities | | <p>UNDP/CPO</p> | <p>Travel DSAs Workshops</p> |

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| | <p>Targets (year 1)</p> <ul style="list-style-type: none"> - 10.000 informative leaflets/brochures printed - 4 articles in the national newspapers published <p>Targets (year 2)</p> <ul style="list-style-type: none"> - 4 articles in the national and local newspapers published | <p>3.2 Visibility of the CPO improved</p> <ul style="list-style-type: none"> ▪ Organisation of a number of public-awareness raising activities focused on anti-discrimination legislation <p><i>Baseline:</i></p> <ul style="list-style-type: none"> ▪ The CPO lacks a public visibility in light of the new anti-discrimination legislation especially on the new roles of the CPO, in order to enhance institution's public visibility, and on how to recognise, report and solve discrimination cases for different users <p><i>Indicators:</i></p> <ul style="list-style-type: none"> ▪ Number of different promotional materials, leaflets, and brochures published. ▪ Number of related articles published in the press. | <p>UNDP/CPO</p> | <p>Printing and publications</p> <p>Promotional materials and distribution</p> |
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| <p>- Preparation of the proposal for the rationalization of the Human Rights protection system:</p> | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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V. Management Arrangements

To ensure UNDP's accountability for programming activities and use of resources, while fostering national ownership, management arrangements and oversight of UNDP programming activities certified in accordance with PRINCE2 methodology, the following management structure is proposed:

Project Board will be responsible for making executive management decisions for the project when guidance is required by the Project Manager based on annual and mid-term reviews, including approval of substantive project revisions, and for decisions when project tolerances have been exceeded. The composition of the Project Board will include: an Executive to chair the group (representative of the Croatian People's Ombudsman), a Senior Supplier to provide guidance regarding the technical feasibility of the project - (representatives of the UNDP), and a Senior Beneficiary to ensure the realization of project benefits from the perspective of project beneficiaries - (Human Rights Centre). Project assurance reviews by this group will be made at designated decision points during the implementation of the project, or as necessary when raised by the Project Manager.

VI. Monitoring Framework and Evaluation

Indicators in the Results and Resources Framework will be used as the basis for monitoring 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 outputs, based on quality criteria and methods to be developed by UNDP.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Programme Managers to the Resident Representative

Annually:

- Annual Review Report. An Annual Review Report shall be prepared by the Programme Manager and shared with CPO, UNDP and other UN agencies. 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 these initiatives and appraise the Annual Work Plan (AWP) for the following year. In the first quarter of 2011, this review will be a final assessment.

External evaluation:

After the finalization of the project, evaluation of project achievements will be conducted by independent evaluators.

Quality Management for Project Activity Results

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| OUTPUT 1: Strengthened capacity of the CPO for fulfilling its expanded mandate and responsibilities | | |
| Activity Result 1.1 (Atlas Activity ID) | Capacity of the CPO for management and strategic planning strengthened | Start Date: Q1/2010 End Date: Q1/2010 |
| Purpose | To enable the CPO to produce high quality annual plans and strategic documents that would enable identification of commonly agreed objectives and the steps necessary to realize these, including setting priorities, allocating resources and developing human capacities and skills necessary for fulfilling its expanded mandate and responsibilities. | |
| Description | <p>Based on trainings and strategy guidelines already made by the CPO, the key staff, assisted by the UNDP trainers, will develop a mid term strategy and subsequent annual plans for the institution. Within the framework of the strategic plan, it will also be necessary to continue to plan the work of the different departments, or to plan particular cross-cutting activities or campaigns. An important example is communications planning which would allow the CPO to communicate its messages to the required audience.</p> <p>One essential element of the planning process is the ability to set indicators and success criteria that will allow the CPO to evaluate its own performance. This is important not only to assist in future planning and priorities, but also to ensure that the CPO remains accountable to Parliament for the resources that it is allocated. In addition to these types of indicators, internal performance indicators would also be developed to measure the results achieved by the organization as well as for its respective departments. The identification of such indicators is especially important given that they will become, in effect, targets for the CPO's activities.</p> <p>A lot of information can be derived from the public who submit complaints to the CPO. All complainants will be asked to complete a simple client satisfaction questionnaire that will be developed as part of this project. This would be a way to determine whether the public is satisfied with the service received from the CPO. It would also help to gather other information, such as where complainants heard about the institution.</p> | |
| Quality Criteria | <ul style="list-style-type: none"> ▪ Number of annual plans developed for respective CPO departments ▪ Communication plan developed ▪ Mid-term strategy completed ▪ Client satisfaction questionnaire developed and operational ▪ The views that external experts have about the quality of documents | |

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| OUTPUT 1: Strengthened capacity of the CPO for fulfilling its expanded mandate and responsibilities | | |
| Activity Result 1.2 (Atlas Activity ID) | Capacity of the CPO for reporting strengthened | Start Date: Q4/2009 End Date: Q4/2009 |
| Purpose | To enable the CPO and other ombuds institutions to produce high quality reports to the Human Rights Council and Treaty Bodies in accordance with respective guidelines. | |
| Description | Croatia is scheduled for the Universal Periodic Review (UPR) ⁷ for the first time in 2010, and the CPO staff will have to prepare all the documents necessary. Training will be organised for the key CPO staff with the view to deepen their knowledge on the UPR reporting processes. Furthermore, training will be organised for both CPO and other ombuds institutions in order to familiarize them with the process of preparing and presenting the national reports to the treaty bodies ⁸ . | |
| Quality Criteria | <ul style="list-style-type: none"> ▪ Number of staff trained in UPR reporting and reporting to Treaty bodies ▪ The views that external experts have about the quality of the UPR report. | |

⁷ 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. All UN Member States are reviewed every four years.

⁸ Croatia is a party to seven international covenants of UN in the field of human rights protection (International Covenant on Civic and Political Rights; International Covenant on Economic, Social and Cultural Rights; Convention on the Elimination of All Forms of Racial Discrimination; Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment and Punishment; Convention on the Rights of the Child; Convention on Elimination of All Forms of Discrimination against Women; Convention on the Rights of persons with Disabilities) and as such is **obliged to submit** periodic reports to the treaty bodies monitoring above mentioned treaties. One of the primary ways through which treaty bodies monitor implementation of their respective treaty by State parties is through the consideration of these State party reports.

OUTPUT 2: Internal and external cooperation improved to ensure the coherence and effectiveness of the national human rights protection system

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| Activity Result 2.1 (Atlas Activity ID) | Consultative cross-sector dialogue established at all levels | Start Date: Q4/2009 End Date: Q1/2011 |
| Purpose | To ensure inputs made by respective stakeholders are embedded in the new policy implementation | |
| Description | <p>According to the recommendations of the International Coordinating Committee for National Human Rights Institutions (ICC NHRI) given to the CPO while accrediting A Status, the Ombudsman should enhance cooperation with civil society in the protection and the promotion of human rights. This obligation was further stressed in the Article 15 of the Anti-discrimination law. Namely, Article 15 stipulates a social dialogue and co-operation with civil society:</p> <p>“(1) When drawing up regular reports, opinions and recommendations on the occurrence of discrimination, the Ombudsman shall consult social partners and civil society organisations dealing with the protection and promotion of human rights, organisations dealing with the protection of groups exposed to a high risk of discrimination, churches and religious organisations ... and the National Minorities Council”.</p> <p>Fostering of a regular cooperation with civil society organizations and respective governmental institutions is one of the Ombudsman’s priorities while acting as a national central equality body. In addition, fostering of a formal cooperation is very important for expert analysis of more complex discrimination cases, as well as detecting specific types of discriminative occurrences in order to develop strategies to resolve problems.</p> <p>Meetings at the national level will be organised on a regular basis at least twice during a year. Starting as an informal stakeholders gathering, they might be formalized as an operational team or common council by the time. Common strategy on combating discrimination, possible strategic litigation and acting as an intervener, or pressing group before the court, shall be discussed and developed.</p> | |
| Quality Criteria | <ul style="list-style-type: none"> ▪ Number of meetings between CPO and stakeholders at national and local levels ▪ Common strategy for combating discrimination produced ▪ Number of joint activities undertaken | |

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| OUTPUT 2: Internal and external cooperation improved to ensure the coherence and effectiveness of the national human rights protection system | | |
| Activity Result 2.2 (Atlas Activity ID) | Rationalization of Human Rights Protection System in Croatia | Start Date: Q4/2009 End Date: Q4/2009 |
| Purpose | To explore modalities of rationalization in order to make human rights protection system in Croatia more efficient. To strengthen CPO institutional capacity by using comparative advantages of the HRC ⁹ in advocacy, outreach and educational activities. | |
| Description | <p>In his annual report for 2008 the Ombudsman notes the following: “Considering the material (office space) and financial problems faced by the institution of the Ombudsman as well as by other state institution and different human rights bodies we feel it is useful to reiterate that the Croatian Parliament ought to encourage a debate about the further development and rationalization of the whole system (of human rights protection in Croatia). The current system is composed of numerous bodies and institutions with similar missions and objectives. Accordingly, it is expensive and sometimes prevents us from fully utilizing the general potential and resources that are available.” This proposal was accepted and a special conclusion was brought by the Croatian Parliament at an 11th plenary session, held on 10 July 2009.</p> <p>Furthermore, both the report of the Sub-Committee for Accreditations and the report of the UNDP expert group contain recommendations that could be best addressed through the rationalization of the human rights institutional framework. The project will support the CPO institutional capacities by using comparative advantages of the HRC in advocacy, outreach and educational activities. The expert analysis will be conducted for this purpose, and a specific action plan developed subsequently. It will specify responsible parties, activities for realization of the options agreed upon, and deadlines. It will be necessary to develop a comprehensive policy proposal for the government and parliament which should include concrete amendments to the laws that will need to be changed.</p> | |
| Quality Criteria | <ul style="list-style-type: none"> ▪ Action plan in place ▪ Policy proposal for the government and parliament prepared | |

⁹ The Human Rights Centre was established as a project of technical co-operation between the Office of the United Nations High Commissioner for Human Rights (UNOHCHR) and the Croatian government in January 2003 with the mission of fostering an open and participatory consultative process between different stakeholders on all human rights matters in Croatia. In line with the initial plan and with the strong support of UNDP - Croatia, in 2005 the Human Rights Centre was transformed by the Government decree into a public institution with a mission of promoting human rights in Croatia.

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| OUTPUT 3: Visibility and accessibility of the CPO improved in light of the new anti-discrimination legislation | | |
| Activity Result 3.1 (Atlas Activity ID) | Accessibility of the CPO improved | Start Date: Q4/2009 End Date: Q1/2011 |
| Purpose | To bring the service closer to the citizens | |
| Description | <p>One of the biggest issues confronting the CPO is its accessibility to the entire Croatian public. The absence of any physical presence of the CPO outside the Capital, Zagreb, due to the actual capacity shortage, is a serious obstacle for the new policy implementation. Greater accessibility and visibility of the Ombudsman's institution is required not only by the founding law, but also by the accreditation as NHRI with status A and as central equality body. By consequence, it is necessary to ensure the access to the Ombudsman's institution at the local level.</p> <p>The last Ombudsman's report indicates that the number of complaints decreased in 2008 by 300. The main reason for this is the fact that, due to a lack of finance, the Ombudsman's institution did not visit the regions outside the Capital.</p> <p>During these visits, a half day meeting with citizens will be organised. Ombudsman and his deputies will hold "open doors" for gathering complaints.</p> <p>During the other half of the day, a meeting with local authorities regarding specific complaints received from certain regions will be organised (with an informative and educational purpose).</p> <p>During the next day, consultations on the Anti-discrimination law and the role of the Ombudsman's institution will be organised and local coordination for human rights and stakeholders - civil society groups, trade union representatives, and the media - will participate. The aim of this discussion is to inform and educate local stakeholders on how to recognize, report and solve discrimination cases. Further cooperation and exchange of information with the Ombudsman's institution will also be discussed. In addition, a specific problems regarding discrimination in each region will be prioritized. During the discussion the Ombudsman's institution will get a direct insight into the situation on the spot which will enable it to take a more efficient proactive approach in combating discrimination; and create more appropriate measures to be undertaken at local and national level.</p> | |
| Quality Criteria | <ul style="list-style-type: none"> ▪ Number of field visits organized ▪ Number of local communities visited ▪ Number of local stakeholders' representatives participating in consultations | |

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| OUTPUT 3: Visibility and accessibility of the CPO improved in light of the new anti-discrimination legislation | | |
| Activity Result 3.2 (Atlas Activity ID) | Visibility of the CPO improved | Start Date: Q4/2009 End Date: Q1/2011 |
| Purpose | To enhance awareness of the public about the new CPO roles and discrimination issues | |
| Description | The activity will consist in preparing and publishing different promotional materials, leaflets, and brochures on a) the new roles of the Ombudsman in order to enhance institution's public visibility; b) how to recognise, report and solve discrimination cases for different users | |
| Quality Criteria | <ul style="list-style-type: none"> ▪ Number of different promotional materials, leaflets, and brochures published. ▪ Number of related articles published in the press. | |

VII. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Croatia and UNDP, signed on 12 March 1996.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

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

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

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

VIII. ANNEXES

Risk Management

As with any project that is dependant on full resource mobilization and long-term counterpart commitment, this project has some possible implementation risks. It is expected that these risks can be overcome and planned project delivery completed in timely fashion. However, negative impact can be reduced to a minimum if the risks are recognized at the outset and a proper projected response created in advance.

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| Full project funding | MEDIUM RISK |
| Stakeholder relations | MEDIUM RISK |
| Partnerships failing to deliver | LOW RISK |