

<p>because one force does not know what the others are doing, and reduces overall security.</p> <ul style="list-style-type: none"> - A long-standing lack of confidence by the public in the police, which has been exacerbated by the conflict. - The public fears the security services, which has been increased by counter-insurgency operations in conflict-affected areas. - The lack of public confidence in the police and security services means there is poor communications between them, reducing the ability of the police and security services to identify and respond rapidly and effectively to security threats to the public (or the state). - A number of police in 'liberated' territories summarily dismissed, causing resentment in local forces. - Some police who allegedly collaborated with occupying separatist forces and are implicated in rights' violations are still serving on the police force. 	<p>conflict-affected areas implemented.</p> <ul style="list-style-type: none"> - 5 consultations with communities about local security concerns. - 5 community security response strategies developed. - 10 pilot initiatives to improve communications between communities and police developed. - 5 pilot initiatives to improve communications between communities and police tested. - % increase in public confidence in police/security services. - Police forces in conflict-affected areas assessed - Study of international police disciplinary practice conducted. - 5 stakeholder consultations on police disciplinary procedures held. 	<p>on women and children), local personal and community security concerns.</p> <ul style="list-style-type: none"> - Develop a response strategy. - Pilot-test initiatives to improve communications: e.g., <ul style="list-style-type: none"> (a) joint civilian-police patrols; (b) community policing techniques; or (c) regular public consultation or information-exchange mechanisms, including citizens' forums, discussion platforms or technology-based information exchange. 	
<p>Activity 3.2.4. Support the Government to develop a policy and procedure to review – and discipline – police officers and other officials in conflict-affected areas:</p> <ul style="list-style-type: none"> - Assessment of police forces in Conflict-affected areas, including acts or omissions during period of separatist occupation, and disciplinary procedures previously undertaken. - Study of international standards and best practice regarding police disciplinary procedures, including procedural fairness, and development of an action plan. - Stakeholder consultation on action plan on police disciplinary procedure. 	<p>Targets (year 2):</p> <ul style="list-style-type: none"> - 2 (x 25 pax) trainings for military personnel (officers) on CIMIC held. - 3 initiatives to improve coordination between police/prosecutors and military/security services in conflict-affected areas 		
<p>Indicators:</p> <ul style="list-style-type: none"> - No. of military personnel trained on CIMIC. - Assessment of coordination and confidence between the police/prosecutors and military/security services in conflict-affected areas. - No. of coordination and confidence initiatives between 			

<p>police/prosecutors and military/security services in conflict-affected areas.</p> <ul style="list-style-type: none"> - Response strategy to improve confidence and cooperation between communities and police/security services. - No. of pilot initiatives to improve confidence and cooperation between communities and the police/security services. - Baseline and no. of surveys on the public's perception of security - Study of international police disciplinary procedures. - No. of stakeholder consultations on police disciplinary procedures. 	<p>developed.</p> <ul style="list-style-type: none"> - 2 initiatives to improve coordination between police/prosecutors and military/security services in conflict-affected areas implemented. - 10 consultations with communities about local security concerns. - 10 community security response strategies developed. - 5 pilot initiatives to improve communications between communities and police developed. - 5 pilot initiatives to improve communications between communities and police tested. - % increase in public confidence in police/security services. - 5 stakeholder consultations on police disciplinary procedures held. <p>Targets (year 3):</p> <ul style="list-style-type: none"> - 2 (x 25 pax) trainings for military personnel (officers) on CIMIC held. - 2 initiatives to improve coordination between police/prosecutors and military/security services in conflict-affected areas 	
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	<p>implemented.</p> <ul style="list-style-type: none"> - 5 pilot initiatives to improve communications between communities and police tested. - % increase in public confidence in police/security services. - n/a 		
<p>3.3. Improved individual and community awareness on rights and risks in the conflict-affected areas</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> - Limited hard data on public's perception of security in conflict-affected areas; especially that of women. - Low public knowledge about risks posed by mines, UXOs, shelling, weapons proliferation, the heightened risk of SGBV or generally how to identify and respond to conflict-related security threats. - Reports of casualties?] - Poor public understanding of police, military, and security service operations in the conflict zone result in hostility, occasional security incidents, and a lack of coordination and cooperation. - Citizens have a poor understanding of their legal rights, as well as related procedures and remedies, and the role of justice and security institutions, which 	<p>Targets (year 1):</p> <ul style="list-style-type: none"> - Baseline survey conducted. - X citizens exposed to campaigns and materials on hostile environment awareness. - % increase in awareness amongst the targeted population. - [Fewer incidents/casualties] - X citizens exposed to campaigns and materials on legal rights and remedies, including justice reform processes, awareness. - % increase in awareness amongst the targeted population. - % increase in legal aid consultations in targeted communities. <p>Targets (year 2):</p> <ul style="list-style-type: none"> - 2nd survey conducted. - X citizens exposed to campaigns and materials on hostile environment awareness. 	<p>Activity 3.3.1. Assessing communities' sense of security:</p> <ul style="list-style-type: none"> - Design survey to assess public – and, in particular, women's – perceptions, knowledge, and attitudes towards peace, security, and justice. - Conduct baseline survey. - Analyse results and refine survey. - Conduct follow-up surveys annually. <p>Activity 3.3.2. Raise public awareness of security-related issues:</p> <ul style="list-style-type: none"> - Design user-friendly materials and media campaigns that explain: <ul style="list-style-type: none"> (a) hostile environment awareness – e.g., UXOs, mines, weapons, conflict-related SGBV, incident reaction; and (b) the operations of the police, security services, and military in the area. - Deliver the materials and campaigns to communities in the conflict-affected regions. - Assess, before and after, the impact of the materials and campaigns on the awareness of the target populations. <p>Activity 3.3.3. Increase citizens' awareness of rights:</p> <ul style="list-style-type: none"> - Design user-friendly materials and media campaigns – including use of social media – that explain, in practical terms with realist scenarios, the scope and content of human and other legal rights – including procedural rights – the mandate and function of relevant justice and security institutions, the processes by which one can protect or assert one's rights – including use of legal aid – and remedies for the violation of rights. - Deliver the materials and campaigns to communities in the regions. 	<p>UNDP, local admin., mil-civ admin., partner CSOs, SES</p> <p>USD 1,150,000</p>

<p>makes them less likely to assert their rights, vulnerable to abuse, and distrustful of authorities.</p> <ul style="list-style-type: none"> - The public have little knowledge understanding of national justice sector reform processes, resulting in mistrust, resentment or impatience at the seeming lack of positive change at the local level. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Baseline and no. of surveys on the public's perception of security - No. of public awareness campaigns and materials on coping in a hostile (conflict-affected) environment. - No. of public awareness campaigns and materials on legal rights and remedies, as well as justice reform processes. - Assessments of impact of campaigns and materials. 	<ul style="list-style-type: none"> - % increase in awareness amongst the targeted population. - [Fewer incidents/casualties] - X citizens exposed to campaigns and materials on legal rights and remedies, including justice reform processes, awareness. - % increase in awareness amongst the targeted population. - % increase in legal aid consultations in targeted communities. <p>Targets (year 3):</p> <ul style="list-style-type: none"> - 3rd and 4th (final) surveys conducted. - X citizens exposed to campaigns and materials on hostile environment awareness. - % increase in awareness amongst the targeted population. - [Fewer incidents/casualties] - X citizens exposed to campaigns and materials on legal rights and remedies, including justice reform processes, awareness. - % increase in awareness amongst the targeted population. - % increase in legal aid consultations in targeted communities. 	<ul style="list-style-type: none"> - Assess, before and after, the impact of the materials and campaigns on the awareness of the target populations- Specific awareness raising and "campaign" on SGBV <p>Activity 3.3.4 Establish a Small Grants Fund (SGF) for CSOs to provide accompaniment to conflict-affected population (victims):</p> <ul style="list-style-type: none"> - Create a SGF that can be accessed by locally-active CSOs for projects ranging between 15,000-20,000 USD. - Provide grants based on project proposals for assistance with creating victims associations and networks, and with public outreach and advocacy. - Create a coordination network between CSOs involved in SGF component. - Provide CSO training related to project development and implementation, reporting and grant drafting 	<p style="text-align: right;">USD 2,425,000</p>
<p>Subtotal Output 3:</p>			<p style="text-align: right;">USD 2,425,000</p>

OUTPUT 4: Enhanced trust within and between communities and state institutions

<p>4.1. Enhanced trust between local institutions and the population, through increased citizens' participation with local authorities</p>	<p>Targets (year 1):</p> <ul style="list-style-type: none"> - Development 1 justice or security public council agenda/region strengthened. - 1 national-regional justice public council coordination meeting/region facilitated. - 1 national-regional security public council coordination meeting/region facilitated. 	<p>Activity 4.1.1. Support development of regional justice and security (public) councils:</p> <ul style="list-style-type: none"> - Support the development of agendas for councils. - Support civil society engagement, including women's associations (if existent) in the councils, including provision of expert advice and other resources, to enable them to more effectively foster improved justice service-delivery and strengthen rights' protection. - Support the coordination network between regional and national-level justice and security public councils. 	<p>UNDP, M/DoJ, M/DIA, public councils, partner CSOs</p>	<p>USD 416,000</p>
<p><u>Baseline:</u></p> <ul style="list-style-type: none"> - Public councils inactive or ignored by public bodies. - CSO members of public councils inexperienced or deferential to public authority. - All public councils to be reconstituted. - DoJ/DIAs lack communications strategy. - Dissemination methods and media underfunded, ineffective, and unresponsive. - No mechanism for implementing national communications strategies at the local level. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - No. public council agenda developed. - No. of public councils meetings and minutes of discussions. - No. coordination meetings between regional and national public councils. - Assessment of communication and dissemination methodologies and tools. - No. of information campaigns or using improved methodologies or tools. 	<ul style="list-style-type: none"> - Assessment of communication and dissemination methodologies and tools conducted. - Justice or security information campaigns/region developed. - 1 national justice or security communication strategy or plan piloted in the regions. <p>Targets (year 2):</p> <ul style="list-style-type: none"> - 1 justice or security public council/region strengthened. - 1 national-regional justice public council coordination meeting/region facilitated. - 1 national-regional security public council coordination meeting/region facilitated. - Justice or security information campaigns/region developed. - 2 national or security communication strategy or plan piloted in the regions. 	<p>Activity 4.1.2. Strengthen responsive communication of justice and security law and policy to the public:</p> <ul style="list-style-type: none"> - Assessment of existing local public communications and dissemination methodologies and tools. - Support for development and delivery of local justice or security information campaigns, using improved methodologies and tools, in the regions. - Piloting of national justice or security communication strategies – e.g., the EUAM-developed model – in the regions. 		

<p>- No. of national level communications strategies or plans piloted in the regions.</p>	<p>Targets (year 3):</p> <ul style="list-style-type: none"> - 1 justice or security public council/region supported. - 1 national-regional justice public council coordination meeting/region facilitated. - 1 national-regional security public council coordination meeting/region facilitated. - Justice or security information campaigns/region developed. - 2 national or security communication strategy or plan piloted in the regions. 			
<p>4.2. Increased confidence between communities in the country</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> - 0 consultations on inter-community cooperation conducted. - 0 inter-community confidence-building initiatives carried out. - 0 needs assessments on community infrastructure rehabilitation and reconstruction undertaken. - 0 community consultations on community infrastructure rehabilitation and reconstruction conducted. - 0 community infrastructure rehabilitation and reconstruction plan. - Community infrastructure facilities rehabilitated or reconstructed. 	<p>Targets (year 1):</p> <ul style="list-style-type: none"> - X consultations on inter-community cooperation conducted. - 5 small grants for inter-community cooperation awarded. - Needs assessment on community infrastructure rehabilitation and reconstruction completed. - X intra-community consultations on community infrastructure rehabilitation and reconstruction conducted. - 1 community infrastructure facility rehabilitated or reconstructed. <p>Targets (year 2):</p> <ul style="list-style-type: none"> - X consultations on inter- 	<p>Activity 4.2.1. Foster initiatives to build confidence between communities in different regions of the country ('East-West'):</p> <ul style="list-style-type: none"> - Consultation with communities involving at least 2 pilot regions on possible cooperation initiatives; including tapping into existing volunteer or CSO networks, as well as use of social media, to promote cross-community dialogue, cultural, professional or educational exchanges, volunteerism, or other joint projects or SMEs, or to counter intolerance and extremism, including hate crimes. - Small grants to community organisations for X no. of inter-community confidence-building initiatives. <p>Activity 4.2.2. Support to community mobilisation initiatives that enhance social cohesion:</p> <ul style="list-style-type: none"> - Carry out a needs assessment and consultations with respective governmental and non-governmental partners, including IDP and host communities, to define the plan for the rehabilitation or reconstruction of community infrastructure that is of benefit to both IDP and host communities – e.g., schools, medical facilities – in target regions. - Establish an infrastructure rehabilitation and reconstruction plan in close cooperation with stakeholders. - Carry out an engineering design of 10 community infrastructure facilities using local companies selected through competitive 	<p>UNDP, partner CSOs/CSO-networks, volunteer networks, local admin.</p>	<p>USD 2,761,000</p>

<p>Indicators:</p> <ul style="list-style-type: none"> - No. of inter-community consultations conducted. - No. of inter-community initiatives supported. - Needs assessment undertaken. - No. of intra-community consultations conducted. - No. of community infrastructure facilities rehabilitated or reconstructed. 	<p>community cooperation conducted.</p> <ul style="list-style-type: none"> - 10 small grants for inter-community cooperation awarded. - X intra-community consultations on community infrastructure rehabilitation and reconstruction conducted. - 4 community infrastructure facilities rehabilitated or reconstructed. <p>Targets (year 3):</p> <ul style="list-style-type: none"> - X consultations on inter-community cooperation conducted. - 10 small grants for inter-community cooperation awarded. - X intra-community consultations on community infrastructure rehabilitation and reconstruction conducted. - 5 community infrastructure facilities rehabilitated or reconstructed. 	<ul style="list-style-type: none"> - Rehabilitate/reconstruct 10 community infrastructure facilities in targeted areas. - Handover the rehabilitated/reconstructed infrastructure to the relevant partners for operation and maintenance. 	
Subtotal Output 4: USD 3,177,000			
Management Costs/Advisory Support			
		Project Implementation Unit	USD 2,000,500
		General Management Support (8%)	USD 1,107,560
Launching regional-experience sharing event			
			USD 60,000
Total Outputs (1-5): USD 14,892,060			

IV. INDICATIVE WORK PLAN: 2015-18

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1 ^{***}	Y2	Y3	Y4		Funding Source	Budget Description
Output 1: Increased capacity of justice institutions for efficient, effective, and transparent service delivery								
<p>1.1. Institutionalised primary and secondary legal aid system providing quality legal aid service to the vulnerable and conflict-affected population</p> <p>Baseline:</p> <ul style="list-style-type: none"> - No comprehensive picture of (primary) legal aid coverage. - Gaps in referral system between primary and secondary legal aid. - High and increasing demand for legal aid; especially amongst vulnerable persons, and in particular as a result of the conflict. - Legal aid providers inexperienced in dealing with victims of conflict. 	<p>1.1.1. Strengthened ability of regional departments of justice to coordinate primary legal aid provision, in order to ensure more comprehensive and sustainable legal aid provision:</p> <ul style="list-style-type: none"> - Conduct a mapping of legal aid providers and legal aid provision in pilot regions and gender sensitive baseline study/assessment on access to justice in pilot regions. - Support quarterly coordination meetings between depts. of justice and legal aid providers. - Support establishment of (on-line) platform for coordination of legal aid provision. - Commission an analysis of types of cases handled by all legal aid providers. <p>1.1.2. Enhanced primary and secondary legal aid to vulnerable persons supported:</p> <ul style="list-style-type: none"> - Based upon demand/needs identified in mapping (1.1.1) identify categories of beneficiaries. - Provide mini-grants to CSOs to provide legal aid services to identified categories of beneficiaries. - Provide training to selected CSOs on special legal needs of beneficiaries. <p>1.1.3. Continued institutionalisation of primary legal aid supported:</p> <ul style="list-style-type: none"> - Support establishment of municipal primary legal aid (window) centres. - Enhance legal aid provision in municipalities through outsourced competition for basic primary legal aid provision by private lawyers. 	10,000	40,000	15,000	15,000	UNDP, M/DoJ, partnership CSOs		80,000
		20,000	110,000	110,000	110,000	UNDP, M/DoJ, partnership CSOs		350,000
		5,000	150,000	330,000	150,000	UNDP, M/DoJ, partnership CSOs, local admin.		635,000

^{***} Year 1 (Y1) will be 4-6 months, depending upon the exact date when the programme commences in 2015.

<p>Targets:</p> <ul style="list-style-type: none"> - Legal aid providers and provision mapped. - 4 coordination meetings/region/year held. - Legal aid caseload analysed. - Legal aid beneficiary (conflicted-related victims) criteria established - 25 legal aid providers trained - 10 mini-grants for legal aid provision awarded. - X no. of beneficiaries provided legal aid, 50% of whom are women. - 10 legal aid (window) centres established in municipalities. - X municipalities adopt primary legal aid provision plans. - 10 contracts for provision of primary legal aid awarded by municipalities. 									
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<p>1.2 Justice sector personnel have the knowledge and skills to address conflict-related crime</p> <p>Baseline:</p> <ul style="list-style-type: none"> - [Results of CPC Monitoring ?] - Continued weak implementation of CPC by prosecutors and judges. - Lack of understanding amongst justice personnel of implications of Rome Statute accession. - Judges, prosecutors, defence lawyers, and court staff struggle to cope professionally and personally with new (both in nature and severity) crimes committed as a result of the conflict, especially SGBV. - Judges and prosecutors have limited experience of international best practice with respect to the trying of conflict-related crime. - Judicial trainers have limited experience of 	<p>1.2.1. Train local judges and prosecutors, court staff, and lawyers on implementation of the Criminal Law, including international criminal law:</p> <ul style="list-style-type: none"> - Develop, based upon CPC monitoring, a training course and materials on application of the Criminal Procedure Code and Criminal Code, integrating the principles of the European Convention on Human Rights, practice of the European Court on Human Rights, and applicable international norms governing conflict-related crimes (i.e., international criminal law). - Support training course for judges, prosecutors, and defence lawyers (and court staff). - Support specific training for local judges, prosecutors, court staff, and lawyers on addressing cases of SGBV and conflict-related sexual violence. - Facilitate exchange of experience with peers from the region (e.g., a study tour to ECtHR in Strasbourg and/or ICC in The Hague) for successful trainees. - Hold an international conference on judicial training methodology. 	35,000	165,000	25,000	25,000	UNDP, NSJ, NPA		250,000
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<p>international best practice regarding training methodologies.</p> <p>Indicators:</p> <ul style="list-style-type: none"> - % change in misapplication of CPC and criminal law - % change in cases relating to conflict-related crime, including sexual violence, and SGBV - No. of study tours or peer-to-peer exchanges. - International conference on judicial training. - [CPC monitoring results?] - % increase of cases of SGBV processed by criminal justice system. <p>Targets:</p> <ul style="list-style-type: none"> - Baseline study on SGBV completed. - Training course and materials developed. - 125 judges, prosecutors, lawyers, and court staff trained. - 1 study tour or peer-to-peer 	<p>1.2.2 Strengthen capacity of judicial institutions strengthened to efficiently handle SGBV cases and ensure equal access to legal and judicial protection for SGBV victims) (linked to activity 3.1.1)</p> <ul style="list-style-type: none"> - Support SGBV awareness campaigns through radio, TV, social media, etc. - Support dissemination of legal information on SGBV by CSOs, legal aid providers and local authorities. - Support capacity of legal aid service providers to provide services to SGBV survivors (linked to activities under sub-output 1.1). - Support the mapping and development, if required, of curriculum, training modules and training techniques on SGBV for all justice sector institutions and actors (medico-legal, judicial and other relevant officials). - Support the development of policy and SOPs with other partners to ensure prioritization of cases for investigation, prosecution and adjudication on SGBV. 	50,000	100,000	100,000	100,000	<p>UNDP, CSOs, NSJ, PA, UIAs, MoJ, MIA, media</p>		350,000
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exchange held.
- International
conference on
judicial training
methodology held.

Related CP outcome:

<p>1.3. Access to information and transparency in the courts is enhanced</p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> - Data about court finances, including staff salaries, not available to the public. - Court efficiency statistics largely unavailable to the public. - Few court decisions published or accessible to the public. - Heads of court and Court Administrators unaware of international best practice regarding court financial or operational transparency. <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Study on international best practice. - Conference on best practice. - No. of pilot initiatives on local court financial transparency. - No. of pilot projects 	<p>1.3.1. Transparency of the functioning of local courts increased:</p> <ul style="list-style-type: none"> - Conduct a study of international best practice regarding public access to information on court budgets, procurement, and other expenses, as well as disclosure of data on judges' salaries and assets. - Hold a conference on regional and international best practice regarding public access to operational information – i.e., caseloads and decisions - about the courts. - Support pilot initiatives aimed at increasing transparency on the financial functioning of the local courts and court staff, including judges. - Organise a pilot project in 3 courts/region to publish local court decisions and court statistics online. 	15,000	40,000	40,000	25,000	UNDP, SJA, head of local cts./ court administrators	120,000
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<p>1.4. Reduced physical obstacles to justice, particularly those in conflict-affected communities</p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> - 0 needs assessments on justice infrastructure rehabilitation and reconstruction undertaken. - 0 community consultations on justice infrastructure rehabilitation and reconstruction conducted. - 0 justice infrastructure rehabilitation and reconstruction plans. - justice infrastructure facilities rehabilitated or reconstructed. <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Needs assessment undertaken. - No. of community consultations conducted. - No. of justice infrastructure rehabilitated or reconstructed. <p><i>Targets:</i></p>	<p>1.4.1. Justice infrastructure in conflict-affected regions rehabilitated or reconstructed:</p> <ul style="list-style-type: none"> - Carry out a needs assessment and consultations with respective justice partners, including local communities, to define the plan for renovation of justice infrastructure – courts, department of justice offices, police facilities, etc. – that has been damaged by military action, fallen into a state of disrepair or obsolescence, or been relocated from the conflict zone or occupied territory. - Establish an infrastructure rehabilitation and reconstruction plan in close cooperation with stakeholders. - Carry out an engineering design of 10 justice infrastructure facilities using local companies selected through competitive bidding processes (to the extent possible). - Rehabilitate/reconstruct 10 justice infrastructure facilities in targeted areas. - Handover the rehabilitated/reconstructed infrastructure to the relevant partners for operation and maintenance. 	50,000	820,000	820,000	810,000	UNDP, SJA, M/DoJ, M/DIA, Pros., local admin.		2,500,000
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<p>- needs assessment on justice infrastructure rehabilitation and reconstruction completed.</p> <p>- X community consultations on justice infrastructure rehabilitation and reconstruction conducted.</p> <p>- 5 justice infrastructure facilities rehabilitated or reconstructed.</p> <p><i>Related CP outcome:</i></p> <p>1.5. Government has a comprehensive policy and mechanism for conflict-related restitution.</p> <p><i>Baseline:</i></p> <p>- 0 consultations on conflict related restitution or compensation.</p> <p>- No plans or procedures for conflict-related restitution or compensation.</p> <p>- Ad hoc claims for restitution or compensation submitted to</p>		50,000	160,000	60,000	60,000	UNDP, MoJ, SES	330,000	
<p>1.5.1. The Government supported in the development of a comprehensive policy and plan for restitution or compensation of victims of the conflict in the East:</p> <ul style="list-style-type: none"> - Study of international standards and best practice regarding conflict-related restitution and compensation for victims of crimes – e.g., SGBV, torture, ill-treatment, enforced disappearance, and other violations of rights, including property right – committed during armed conflict, and development of an action plan. - Stakeholder consultation on action plan for conflict-related restitution and compensation. - Support the establishment of governmental Working Group on compensation of victims of conflict. 								

<p>domestic justice bodies.</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Study report and draft action plan. - No. of consultations. - International workshop and workshop report. <p><i>Targets:</i></p> <ul style="list-style-type: none"> - Study conducted. - Study conducted & Report and Action Plan drafted. - 10 consultations on Study Report and draft Action Plan held. - International Workshop held. - Workshop report, with recommendations finalised. <p><i>Related CP outcome:</i></p>									
<p>TOTAL Output 1 4,615,000</p>									
<p>Output 2: Strengthened civilian oversight of rights protection</p>									
<p>2.1. Civil society exercises more effective oversight over justice and security service delivery.</p> <p><i>Baseline:</i></p>	<p>2.1.1. Support enhanced civil society monitoring of the functioning of the local justice system (e.g., CPC implementation, GBV cases):</p> <ul style="list-style-type: none"> - <i>Identify issues and develop procedures to monitor.</i> - <i>Train monitors (CSOs, law students, etc.) on procedure, as well as related gender issues.</i> - <i>Small grants to conduct monitoring.</i> 	100,000	75,000	75,000	75,000	UNDP, partner CSOs, law faculties			325,000

<p>- [Results of CPC Monitoring ?] - Continued weak implementation of CPC by prosecutors and judges. - Continued violations of CPC procedural safeguards regarding collection and admissibility of evidence by police and prosecutors.</p> <p><i>Indicators</i></p> <ul style="list-style-type: none"> - Monitoring procedure developed. - No. monitors trained. - No. small grants for monitoring awarded. - Reports of monitoring data analysis. <p><i>Targets:</i></p> <ul style="list-style-type: none"> - Monitoring procedures and focus developed. - X monitors trained on procedure. - X small grants for monitoring awarded. - Monitoring data analysed and report drafted. 	<p>- <i>Periodic analysis of data from monitoring and compilation of reports identifying issues, along with recommendations to improve the delivery of local justice services.</i></p>	
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<p><i>Related CP outcome:</i></p> <p>2.2. Civil society networks strengthened for human rights monitoring, and documenting, and reporting</p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> - Ongoing violations of rights in Crimea. - Escalating violations of rights in Donetsk and Luhansk and security alerts in neighbouring regions. - Civil society in conflict-affected regions still weak/weakened by the conflict and dislocation, as well as persecution by illegally armed groups. - CSO networks in the East still inexperienced. - CSOs inexperienced at monitoring and documenting serious violations of rights and conflict-related crimes. - OO regional 	<p>2.2.1. Human rights' monitoring and documentation capacity in conflict-affected areas enhanced:</p> <ul style="list-style-type: none"> - Assess needs to monitor and document crimes and violations of rights in conflict-affected areas, including the AR of Crimea. - Develop methodology for monitoring and documentation. - Building capacity of CSOs to monitor and document. - Small grants to CSOs to conduct monitoring. - Support development of systems to document crimes and other violations of rights, including data protection protocols. - Support development of women's CSOs and CSO-network. - Support the Secretariat of the CSO coalition 'Justice for Peace in Donbas'. - Support for advocacy campaigns. - Facilitate the exchange of international experience on, and techniques for, monitoring and documentation of conflict-related crimes and other violations of rights. 	26,000	212,000	163,000	57,000	UNDP, partner CSOs, CSO coalition JfPID	458,000
<p>2.2.2 Ombudsperson's Office's presence in the regions extended:</p> <ul style="list-style-type: none"> - Conduct a study of international practice regarding NHRI regional representation, including the engagement of CSOs in the fulfilment of a NHRI's mandate. - Assess the efficiency of the current system of OO representation in the regions. - Consultation on past practice, international practice, and adaptation of the Ukrainian system to improve its effectiveness. - Strengthen the coordination between the OO and human rights CSOs in the regions. <p>2.2.3. CSOs supported in preparing alternative/ shadow reports on the implementation of Ukraine's international human rights obligations:</p>	16,000	88,000	88,000	87,000	UNDP, OO, partner CSOs, CSO coalitions	279,000	
<p>- OO regional</p>	54,000	177,000	177,000	97,000	UNDP, CSOs, CSO	505,000	

<p>representatives and coordinators in 14 regions; not in conflict-affected regions.</p> <ul style="list-style-type: none"> - OO collaboration with CSOs still in exploratory stages. - CSOs have participated in past international human rights conventions reporting processes. - A number of convention reports are coming due in thematic areas in which CSOs do not have dedicated expertise or reporting experience. - Media coverage of human rights reporting process still weak and limited. <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Monitoring needs assessment for conflict-affected areas, including Crimea. - No. of CSO/members trained in monitoring and documentation techniques. - No. of CSOs conducting 	<ul style="list-style-type: none"> - <i>Build the capacity of CSOs, particularly human rights organisations from the regions, to provide substantive input into Ukraine's CEDAW, CERD, UPR, CAT, CRC and/or ICCPR reporting processes.</i> - <i>Support the establishment of civil society coalitions on thematic human rights issues.</i> - <i>Support advocacy efforts at the national and international levels, including participation in international human rights' forums.</i> - <i>Support to the network of Human Rights Journalists to report more effectively on the state's treaty reporting processes.</i> - <i>Training of journalists on human rights concepts and standards</i> 		<p>coalitions, journalists</p>	
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<p>monitoring.</p> <ul style="list-style-type: none"> - Documentation systems developed. - No. of advocacy campaigns. - No. of exchanges of international experience. - Study on international best practice regarding NHRI regional representation. - assessment of efficiency of OO regional representation. - No. of consultations on improving effectiveness of OO's regional coverage. - No. of regions with OO coordinators. - No. CSO/members trained on international human rights treaty reporting. - No. of thematic human rights civil society coalitions established. - Input into alternative/shadow treaty reports. - No. of national and international advocacy efforts. 									
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<p>Targets:</p> <ul style="list-style-type: none"> - Monitoring and documentation needs assessment conducted. - 30 CSO/members trained on monitoring and documentation methodology. - 12 grants awarded to CSOs to conduct monitoring. - Database developed & adopted for use by X CSOs. - Basic equipment supplied to 'Justice for Peace in Donbas' Secretariat and Secretariat supported. - 6 advocacy campaigns implemented. - 1 study tour to the Balkans to exchange experience on conflict-related monitoring and documentation. - Study of international practice regarding NHRI regional representation conducted. - Efficiency of the 									
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<p>OO representation regional representation system assessed.</p> <ul style="list-style-type: none"> - Consultation workshop held on adaptation of the OO system. - OO regional coordinators in all regions. - 100 CSO/members trained on 5 international human rights treaty reporting processes. - CSOs provide input into 9 alternative/shadow treaty reporting processes. - 5 thematic human rights civil society coalitions established. - 6 national or international advocacy events supported. 											
<p>Related CP outcome:</p>											
<p>TOTAL Output 2 1,567,000.00</p>											
<p>Output 3: Strengthened personal and community security</p>											
<p>3.1. Security and military services have better skills and understanding of their rights and responsibilities to</p>	<p>3.1.1. Capacity of law enforcement, military, and security services built up to address conflict-related violations of fundamental rights, including SGBV:</p> <ul style="list-style-type: none"> - Develop training curricula and materials on applicable International Human Rights Law, International Criminal Law (i.e., international norms 	140,000	62,000	62,000	62,000	62,000	62,000	<p>UNDP, MoD/Army, Pros., M/DIA, SBU</p>		326,000	

<p>protect people in conflict-affected areas</p> <p>Baseline:</p> <ul style="list-style-type: none"> - Law enforcement, military prosecutors, military, and security services have limited or no knowledge of international law governing conflicts and conflict-related crime, including SGBV crimes, especially as regards the protection of civilians and non-combatants. - Law enforcement, military, and security services have limited knowledge or understanding of the domestic legal and procedural rights of individuals, particularly in a conflict situation. - [CPC monitoring report?] - Police and prosecutors have limited understanding of CPC procedures, particularly those relating to procedural safeguards for the accused. 	<p><i>governing conflict-related crimes), and International Humanitarian Law, with a particular emphasis on safeguards for individuals and civilians/non-combatants, prepared and presented using practical, interactive methodology that sets the rights within the national legal framework – i.e., Constitution, Criminal Procedure Code, and Criminal code – and operating procedures of the trainees, with targeted case-studies and scenarios.</i></p> <ul style="list-style-type: none"> - Deliver training to police in conflict-affected areas and strengthen capacity to efficiently handle and investigate SGBV cases.. - Deliver training to military prosecutors, military forces, and security services in conflicted-affected areas or about to be deployed to conflicted-affected areas, including on investigation and prosecution of SGBV crimes - Awareness-raising of military forces and security forces in conflicted-affected areas or about to be deployed to conflicted-affected areas on moral and legal consequences committed in their official and civil capacity. - Incorporate training into institutional training programmes and standard operating procedures of beneficiary forces. 	55,000	65,000	65,000	65,000	UNDP, MoD/Army, Pros., M/DIA, SBU	250,000
<p>3.1.2. Capacity of police and prosecutors to implement the CPC, with a special focus on investigation and collection of evidence built:</p> <ul style="list-style-type: none"> - Assess police and prosecution practice regarding criminal investigation, including the questioning of suspects and collection of evidence, case-file review, and submission of evidence in court. - Design interactive training curricula and materials on the Criminal Procedure Code – regarding investigation procedures, the accused's rights, and the admissibility of evidence. - Deliver training to police and prosecutors in the regions. - Facilitate dialogue between police and prosecutors on ways to improve coordination regarding proper implementation of procedures. 		55,000	65,000	65,000	65,000		

- No. of police and prosecutors trained on CPC.

- Fewer cases of violations of procedural rights resulting in inadmissible evidence reported by monitoring.
- % increase of cases in accordance with new CPC (means of verification -- monitoring reports)
- % increase of cases of SGBV investigated and prosecuted by police and/or military and military prosecutor's office (vis-à-vis data registered by hospitals).

Targets:

- 10 trainings (x 30 pax) for police held.
- 10 trainings (x 30 pax) for military prosecutors held.
- 2 workshops (25 pax) for security services conducted.
- 2 workshops (25) for military personnel (officers) conducted.
- % fewer incidents of international law violations.

<p>- 2 agencies incorporate curricula into institutional training.</p> <p>- 6 (x 25 pax) assessment/ TOT workshop/region for police and prosecutors conducted.</p> <p>- 2 trainings (x30 pax)/region for police on CPC held.</p> <p>- 2 trainings (x30 pax)/region for prosecutors on CPC held.</p> <p>- % fewer violations of criminal procedural rights/inadmissible evidence.</p> <p><i>Related CP outcome:</i></p> <p>3.2. Improved coordination between citizens, law enforcement bodies, and military and security services to promote community security</p> <p><i>Baseline:</i></p> <p>- Poor relations and little cooperation between military and many local communities in</p>	<p>Activity 3.2.1. Capacity for Civil-Military Co-operation (CIMIC) built:</p> <ul style="list-style-type: none"> - Design training on principles and international best practice regarding CIMIC. - Deliver training to military commanders and officers in HQ, ATO HQ or deployment centres outside of the conflict-affected areas. <p>3.2.2. Coordination and collaboration between law enforcement and military/security bodies improved:</p> <ul style="list-style-type: none"> - Assess coordination and confidence issues between law enforcement – police and prosecutors – and military and security forces in conflict-affected areas. - Develop and support initiatives to improve coordination and confidence between security forces in conflict-affected areas, including joint 	20,000	12,000	12,000	12,000	12,000	UNDP, MoD/Army	56,000	65,000
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<p>conflict-affected areas.</p> <ul style="list-style-type: none"> - A lack of trust and, therefore, communication and coordination between the military and security services and some local police forces and prosecutors. - Lack of coordination between police, prosecutors, military, and security services causes confusion, increases public fear because one force does not know what the others are doing, and reduces overall security. - A long-standing lack of confidence by the public in the police, which has been exacerbated by the conflict. - The public fears the security services, which has been increased by counter-insurgency security operations in conflict-affected areas. - The lack of public confidence in the police and security services means there is poor 	<p>operations.</p> <p>Activity 3.2.3. Communication links between communities and the police and security services in conflict-affected regions facilitated:</p> <ul style="list-style-type: none"> - <i>Identify, in consultation with communities (with a special focus on women and children), local personal and community security concerns.</i> - <i>Develop a response strategy.</i> - <i>Pilot-test initiatives to improve communications: e.g.,</i> <ul style="list-style-type: none"> (d) <i>joint civilian-police patrols;</i> (e) <i>community policing techniques; or</i> (f) <i>regular public consultation or information-exchange mechanisms, including citizens' forums, discussion platforms or technology-based information exchange.</i> <p>3.2.4. Government supporting in developing a policy and procedure to review – and discipline – police officers and other officials in conflict-affected areas:</p> <ul style="list-style-type: none"> - <i>Assessment of police forces in Conflict-affected areas, including acts or omissions during period of separatist occupation, and disciplinary procedures previously undertaken.</i> - <i>Study of international standards and best practice regarding police disciplinary procedures, including procedural fairness, and development of an action plan.</i> - <i>Stakeholder consultation on action plan on police disciplinary procedure.</i> 	<p>30,000</p> <p>102,000</p> <p>60,000</p> <p>60,000</p> <p>60,000</p>	<p>60,000</p> <p>60,000</p>	<p>UNDP, M/DIA, SBU</p>	<p>252,000</p>
		<p>50,000</p> <p>156,000</p> <p>60,000</p> <p>60,000</p>	<p>60,000</p>	<p>UNDP, MIA</p>	<p>326,000</p>

communications between them, reducing the ability of the police and security services to identify and respond rapidly and effectively to security threats to the public (or the state).
- A number of police in 'liberated' territories summarily dismissed, causing resentment in local forces.
- Some police who allegedly collaborated with occupying separatist forces and are implicated in rights' violations are still serving on the police force.

Indicators:

- No. of military personnel trained on CIMIC.
- Assessment of coordination and confidence between the police/prosecutors and military/security services in conflict-affected areas.
- No. of coordination and confidence

<p>initiatives between police/prosecutors and military/security services in conflict-affected areas.</p> <ul style="list-style-type: none"> - Response strategy to improve confidence and cooperation between communities and police/security services. - No. of pilot initiatives to improve confidence and cooperation between communities and the police/security services. - Baseline and no. of surveys on the public's perception of security - Study of international police disciplinary procedures. - No. of stakeholder consultations on police disciplinary procedures. <p><i>Targets:</i></p> <ul style="list-style-type: none"> - 10 (x 25 pax) trainings for military personnel (officers) on CIMIC held. - Coordination and confidence between 								
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<p>police/prosecutors and military/security services assessed.</p> <ul style="list-style-type: none"> - 5 initiative to improve coordination between police/prosecutors and military/security services in conflict-affected areas implemented. - 15 consultations with communities about local security concerns. - 15 community security response strategies developed. - 15 pilot initiatives to improve communications between communities and police developed and tested. - % increase in public confidence in police/security services. - Police forces in conflict-affected areas assessed - Study of international police disciplinary practice conducted. - 10 stakeholder consultations on 									
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<p>police disciplinary procedures held.</p>								
<p><i>Related CP outcome:</i> 3.3. Improved individual and community awareness on rights and risks in the conflict-affected areas</p>	<p>3.3.1. Communities' sense of security assessed: - Design survey to assess public – and, in particular, women's – perceptions, knowledge, and attitudes towards peace, security, and justice. - Conduct baseline survey. - Analyse results and refine survey. - Conduct follow-up surveys annually.</p>	50,000	150,000	150,000	150,000	150,000	UNDP, local admin., mil-civ admin., partner CSOs, SES	500,000
<p><i>Baseline:</i> - Limited hard data on public's perception of security in conflict-affected areas; especially that of women. - Low public knowledge about risks posed by mines, UXOs, shelling, weapons</p>	<p>3.3.2. Public awareness of security-related issues raised: - Design user-friendly materials and media campaigns that explain: (a) hostile environment awareness – e.g., weapons, conflict-related SGBV, incident reaction; and (b) the operations of the police, security services, and military in the area. - Deliver the materials and campaigns to communities in the conflict-affected regions. - Assess, before and after, the impact of the materials and campaigns on the awareness of the target populations.</p>	-	-	150,000	-	-	UNDP, local admin., mil-civ admin., partner CSOs, SES	150,000

<p>proliferation, the heightened risk of SGBV or generally how to identify and respond to conflict-related security threats.</p> <p>[- Reports of casualties?]</p> <ul style="list-style-type: none"> - Poor public understanding of police, military, and security service operations in the conflict zone result in hostility, occasional security incidents, and a lack of coordination and cooperation. - Citizens have a poor understanding of their legal rights, as well as related procedures and 	<p>3.3.3. Citizens' awareness of rights increased:</p> <ul style="list-style-type: none"> - <i>Design user-friendly materials and media campaigns – including use of social media – that explain, in practical terms with realist scenarios, the scope and content of human and other legal rights – including procedural rights – the mandate and function of relevant justice and security institutions, the processes by which one can protect or assert one's rights – including use of legal aid – and remedies for the violation of rights.</i> - <i>Deliver the materials and campaigns to communities in the regions.</i> - <i>Assess, before and after, the impact of the materials and campaigns on the awareness of the target populations</i> - <i>Specific awareness raising and "campaign" on SGBV.</i> 	<p>-</p>	<p>10,000</p>	<p>20,000</p>	<p>20,000</p>	<p>UNDP, local admin., mil-civ admin., partner CSOs, SES</p>		<p>50,000</p>
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<p>remedies, and the role of justice and security institutions, which makes them less likely to assert their rights, vulnerable to abuse, and distrustful of authorities.</p> <ul style="list-style-type: none"> - The public have little knowledge understanding of national justice sector reform processes, resulting in mistrust, resentment or impatience at the seeming lack of positive change at the local level. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Baseline and no. of surveys on the public's perception of 		-	150,000	150,000	150,000			450,000
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<p>security.</p> <ul style="list-style-type: none"> - No. of public awareness campaigns and materials on coping in a hostile (conflict-affected) environment. - No. of public awareness campaigns and materials on legal rights and remedies, as well as justice reform processes. - Assessments of impact of campaigns and materials. <p><i>Targets:</i></p> <ul style="list-style-type: none"> - Regular public awareness surveys conducted. - X citizens exposed to campaigns and materials on hostile environment awareness. - % increase in awareness amongst the targeted population. - [Fewer incidents/casualties] - X citizens exposed to campaigns and materials on legal rights and remedies, including justice 	<p>3.3.4 Small Grants Fund (SGF) for CSOs to provide accompaniment to conflict-affected population (victims) established:</p> <ul style="list-style-type: none"> - <i>Create a SGF that can be accessed by locally-active CSOs for projects ranging between 15,000-20,000 USD.</i> - <i>Provide grants based on project proposals for assistance with creating victims associations and networks, and with public outreach and advocacy.</i> - <i>Create a coordination network between CSOs involved in SGF component.</i> - <i>Provide CSO training related to project development and implementation, reporting and grant drafting</i> 	
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reform processes,
awareness.
- % increase in
awareness amongst
the targeted
population.
- % increase in legal
aid consultations in
targeted
communities.
Related CP outcome:

TOTAL Output 3

2,425,000

Output 4: Enhanced trust within and between communities and state institutions

<p>4.1. Enhanced trust between local institutions and the population, through increased citizens' participation with local authorities</p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> - Public councils inactive or ignored by public bodies. - CSO members of public councils inexperienced or deferential to public authority. - All public councils to be reconstituted. - DoJ/DIAs lack communications strategy. - Dissemination methods and media underfunded, ineffective, and unresponsive. - No mechanism for implementing national communications strategies at the local level. <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - No. public council 	<p>4.1.1. Development of regional justice and security (public) councils supported:</p> <ul style="list-style-type: none"> - Support the development of agendas for councils. - Support civil society engagement, including women's associations (if existent) in the councils, including provision of expert advice and other resources, to enable them to more effectively foster improved justice service-delivery and strengthen rights' protection. - Support the coordination network between regional and national-level justice and security public councils. 	<p>45,000</p>	<p>105,000</p>	<p>105,000</p>	<p>51,000</p>	<p>UNDP, M/DoJ, M/DIA, public councils, partner CSOs</p>	<p>306,000</p>
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<p>agenda developed.</p> <ul style="list-style-type: none"> - No. of public councils meetings and minutes of discussions. - No. coordination meetings between regional and national public councils. - Assessment of communication and dissemination methodologies and tools. - No. of information campaigns using improved methodologies or tools. - No. of national level communications strategies or plans piloted in the regions. <i>Targets:</i> <p><i>Related CP outcome:</i></p> <p><i>Targets:</i></p> <ul style="list-style-type: none"> - Development of 1 justice or security public council agenda/region strengthened. - 1 justice or security public council/region strengthened and supported. - Regular national-regional security public council coordination 		-	50,000	50,000	10,000	UNDP, M/DoJ, M/DIA, partner CSOs	110,000	
<p>4.1.2. Responsive communication of justice and security law and policy to the public strengthened:</p> <ul style="list-style-type: none"> - <i>Assessment of existing local public communications and dissemination methodologies and tools.</i> - <i>Support for development and delivery of local justice or security information campaigns, using improved methodologies and tools, in the regions.</i> - <i>Piloting of national justice or security communication strategies – e.g., the EUJAM-developed model – in the regions.</i> 								

<p>consultations on community infrastructure rehabilitation and reconstruction conducted.</p> <ul style="list-style-type: none"> - 0 community infrastructure rehabilitation and reconstruction plan. - Community infrastructure facilities rehabilitated or reconstructed. 	<ul style="list-style-type: none"> - Establish an infrastructure rehabilitation and reconstruction plan in close cooperation with stakeholders. - Carry out an engineering design of 10 community infrastructure facilities using local companies selected through competitive bidding processes (to the extent possible). - Rehabilitate/reconstruct 10 community infrastructure facilities in targeted areas. - Handover the rehabilitated/reconstructed infrastructure to the relevant partners for operation and maintenance. 								
<p><i>Indicators:</i></p> <ul style="list-style-type: none"> - No. of inter-community consultations conducted. - No. of inter-community initiatives supported. 									
<ul style="list-style-type: none"> - Needs assessment undertaken. - No. of intra-community consultations conducted. - No. of community infrastructure rehabilitated or reconstructed. 									
<p><i>Targets:</i></p> <ul style="list-style-type: none"> - X consultations on inter-community cooperation 									

V. MANAGEMENT ARRANGEMENTS

This programme will be implemented under UNDP Country Programme Action Plan (2012-2016) in a Direct Execution Modality. UNDP shall be responsible for the overall management of the Programme, primarily with regard to the responsibility for the achievement of the outputs (results), impact and objectives. Similarly, UNDP will be accountable to the Programme Board (PB) for the use of programme resources. UNDP will delegate managerial duties for the day-to-day running of the Programme to the Programme Coordinator, selected by UNDP through a competitive and transparent selection process.

The Programme Board is the group responsible for making on a consensus basis management decisions for a project when guidance is required by the Programme Coordinator, including recommendation for approval of programme revisions. Programme reviews by this group are made at designated decision points during the running of a programme, or as necessary when raised by the Programme Coordinator. This group is consulted by the Programme Coordinator for decisions when tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.

This group contains three roles:

- Executive (role represented by UNDP);
- Senior Supplier (role represented by development partners who provide financial support for the Programme) that provides guidance regarding the technical feasibility of the programme, and use of programme resources;
- Senior Beneficiary (role represented by the Ministry of Justice, Ministry of Internal Affairs, Prosecutor's Office, National School of Judges, Ombudsperson's Office, Ministry of Defence, SBU, and State Emergency Service) that ensures the realisation of programme benefits from the perspective of programme beneficiaries.

Programme Assurance is the responsibility of each Programme Board member, but the role can be delegated. The Programme Assurance role supports the Programme Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Manager holds the Programme Assurance role for the UNDP Board member.

The Programme Coordinator has the authority to run the project on a day-to-day basis on behalf of the Programme Board within the constraints laid down by the Programme Board. The Programme Coordinator is responsible for day-to-day management and decision-making for the programme. The Programme Coordinator's prime responsibility is to ensure that the programme produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Programme implementation will be governed by provisions of the present Programme Document, its annexes and UNDP Operations Manual. Governance of the Programme will be supported through annual work planning as well as reporting and monitoring the delivery of results and impact on the basis of the results framework. The annual work plans as well as progress reporting will be the responsibility of the programme management in close consultation with UNDP.

The work plan will be implemented upon its endorsement UNDP. The endorsed work plan will serve as an authorization to the Programme Coordinator to disburse funds and programme implementation. Implementation responsibility will be put on the Programme Coordinator in close partnership with the UNDP management.

Implementing the Methodological Elements

UNDP's strength in Ukraine – indeed, its niche - is in its networks: in being able to facilitate development from the grassroots up, building on community-based development, civil society networks, and public engagement. By working at the local level to develop responses to the

broader consequences and causes of the conflict, UNDP will identify solutions that are grounded, field-tested, and of potential nation-wide application, as well as provide a two-way link between local communities and the national level reform and reconstruction dialogue.

As noted in the Strategy section, the Programme will operate on a pilot basis in 5 regions. The pilot regions will include those regions directly affected by the conflict, those regions that have been indirectly, but significantly, affected by the conflict – e.g., IDP in-flows, heightened security alert status or economic downturn – and at least one pilot region, in the west or centre of the country, will serve as a ‘control experiment’. In the control region, activities can be tested in a ‘non-conflict’ environment, then be adapted to the specific and very different challenges of conflict-affected regions, but also be scaled-up and rolled-out in the rest of the country, as conditions permit. The pilot regions to be selected are:

- Donetsk and Luhansk regions (i.e., the government-controlled areas);
- 1-2 from Kharkiv, Dnipropetrovsk or Zaporizhzhya regions; and
- At least one in a non-conflict-affected region.

Criteria for selection of the three undesigned regions will be determined during the inception phase of the Programme, but will take into consideration the presence of IDP populations, sizeable ethnic or linguistic non-majority populations, impact of the conflict on the local economy, social tensions, and the activeness – and receptiveness to new initiatives - of local civil society, communities, and local authorities. (Determination of the latter will be made with reference to the CBA Programme and DHRP.)

Pilot activities will be implemented primarily at the municipal and community level, with the involvement of local civil society, but some activities will necessarily require coordination and cooperation with the responsible authorities at the regional or even national levels.

Overall management: The management of the Rule of Law for Stabilisation Programme in Ukraine will be carried out by the Programme Management Unit in Kyiv.

The Programme stakeholders: The stakeholders will consist of the UNDP as management organisation, Ukrainian CSOs and human rights organisations, departments of justice, judiciary, prosecutors, and police, as well as the Ministry of Justice, Ministry of Internal Affairs, and Office of the Ombudsperson in Ukraine.

Programme Board: A Programme Board (PB) will consist of representatives of the UNDP in Ukraine, development partners who provide financial support for the Programme, and representatives of Programme beneficiaries/implementing partners. It will be chaired by the UNDP. The PB will hold meetings on a semi-annual basis, or more frequently if deemed necessary. It will monitor programme progress; decide on strategic decisions to ensure the continued coherence between implementation and goals and objectives and decide on annual work plans and budgets, revised semi-annual plans and semi-annual budgets, semi-annual requests for funds presented by the UNDP. Amendments to the budget, including use of contingencies, will be subject to the approval of the Programme Board.

The Programme Management Unit will be responsible for:

- Overall management of Programme implementation;
- Coordination with stakeholders, programme partners, and other development partners;
- Strategic, technical and methodological backstopping to regional Rule of Law Officers (ROLOs);
- Monitoring of programme implementation and quality assurance; and
- Communications, knowledge management, reporting and visibility.

In order to strengthen national capacity, in addition to administrative and logistic capacity, the PMU will house capacity to refine component plans and activities, as well as to promote coordination –

including exchange of resources, expert personnel, and outputs - between the substantive activities under the four output areas.

The PMU will also act as a 'clearing house' for external requests for support – to develop plans, implement unfunded activities developed by others, etc. - from partners or stakeholders or identify and develop opportunities to advance the reform agenda as they arise. At the same time, it will identify and draw in external expertise and support – e.g., from other UN agencies or technical assistance projects – to maximise the impact and effectiveness of programme activities. In particular, the PMU will serve as the conduit for feeding information and experience identified or cultivated at the local level – e.g., by ROLOs - into the national reform process – e.g., to the public councils linked to national-level ministries, such as Justice or Internal Affairs.

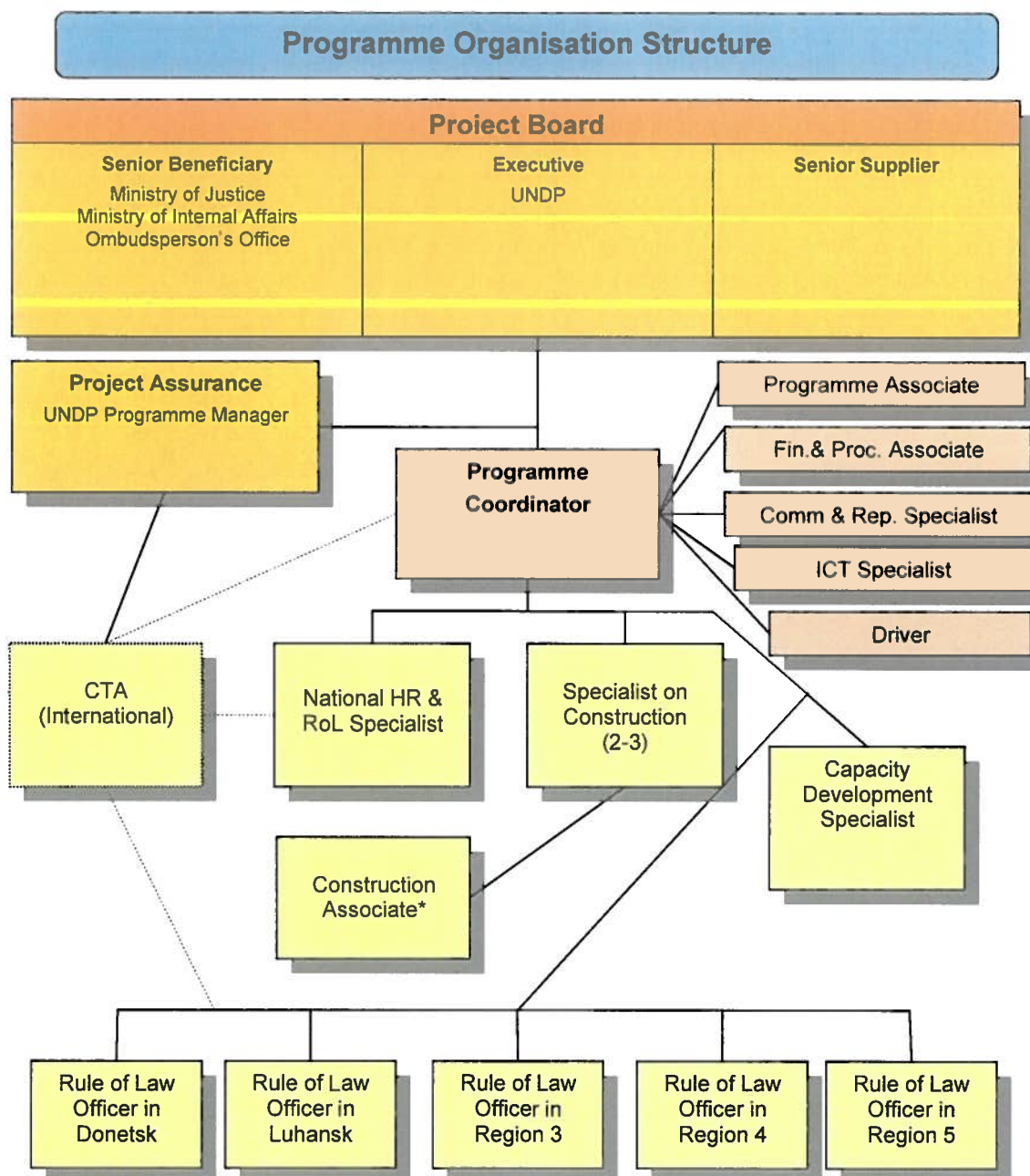
To facilitate such coordination, identification of possible synergies, and the functioning of the feedback loop – as well as management, administrative, financial, and technical tasks - the **Programme Management Unit** will consist of the following staff:

- Programme Coordinator
- Chief Technical Advisor (CTA)
- National Human Rights & Rule of Law Specialist (NHR&RoL Specialist)
- Capacity Development Specialist
- Communications & Reporting Specialist
- Specialist on Construction
- Construction Associate*
- ICT Specialist
- Programme Associate
- Finance & Procurement Associate
- Rule of Law Officers (ROLOs) (5)**
- Driver

* If the scale of the Programme is very large, and rehabilitation and reconstruction work is increased, the Construction Associate may be replaced by 1-2 additional Specialists on Construction.)

** Depending upon the scale of the Programme, each ROLO may also be provided with support staff: e.g., an assistant and driver.

The Programme organisational structure will be as follows:



The **Programme Coordinator** will head the PMU and be responsible for day-to-day programme management. His/her prime responsibility will be to ensure that the Programme produces the results specified in the Programme Document, to the required standard of quality and within the specified constraints of time and cost. He/she will be eventually responsible for monitoring of activities and results to be delivered by programme implementing partners. (If the Programme is very large-scale, the Programme Coordinator position may be designated an international one.)

The Programme will contract a number of **Specialists** and **Associates** responsible for management, coordination and facilitation of respective groups of activities, as well monitoring of the work of implementing partners. The Specialists will directly report to the Programme Coordinator. The National Human Rights & Rule of Law (NHR&RoL) Specialist, however, will have dual reporting responsibilities: to the Programme Coordinator on programme management issues and to the CTA on substantive technical matters. The Specialist on Construction and Construction Associate will work primarily on **Activities 1.4** and **4.2**.

A **Rule of Law Officer (ROLO)** will be appointed in each of the pilot regions. The ROLO will be responsible for coordination and management of activities to be implemented at the local level.